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# TIPS FROM A THOUSAND SALESMEN

A Collection of 250 Messages to Salesmen Based on Methods and Plans Used by Salesmen in Nearly All Lines of Business

BY

J. C. ASPLEY

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# FOREWORD

So far as possible these "tips" have been developed around concrete sales experiences and definite sales facts. In that respect they differ from what are commonly called "pep" talks. No attempt has been made to tell salesmen, who are already successful, how to succeed; we have merely found how other successful salesmen were building business and pass on to you their plans, policies and ideas.

Two of the editorials were written twenty years ago while the writer was a cub in the advertising department of Swift & Company. Others were written while he was editing the "Ginger Jar" for the salesmen of the American Multigraph Sales Company, and a few were written while he edited the Addressograph Company's sales magazine in 1913. But most of them were written for the news bulletin which Dartnell sends to its three thousand service subscribers every week. These represent the best of nearly one thousand bulletins which he has written for salesmen.

It is my hope that those into whose hands this book may fall will find in its pages at least one idea that will give them a bigger vision of their opportunities and a thought which they can lift out and put to work making sales.

J. C. Aspley.

Glencoe, Illinois, October 1, 1929.

In presenting this collection of messages to salesmen the author wishes to acknowledge the cooperation of members of the Dartnell Staff especially E. H. Shanks, Eugene Whitmore and John L. Scott

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# Tips From A Thousand Salesmen

## HIRAM'S DANDER WAS UP!

A salesman for Lee Puncture Proof Tires was balked by a customer who insisted that because his tires cost more than Sears, Roebuck tires, the farmers around wouldn't pay the price.

To prove that they would the salesman got the dealer to go with him and make some calls. They tried all morning without success.

At noon they returned to town. After lunch, when the salesman went out to get his car it wouldn't start. While he was tinkering with it a farmer drove up and parked alongside.

"What's the matter? Won't it start?" asked the farmer. "Maybe you ain't got no gas." The salesman, who by this time had the parts of the ignition system well spread out over the curb, merely grunted. He was in no mood to be friendly — especially to a farmer. The farmer, however, was not so easily discouraged. His observing eye noticed that the salesman's car was equipped with puncture proof tires. "How much do them tires cost?" he asked.

"A whole lot more than you would pay," was the salesman's none-too-courteous reply. This got Hiram's dander up. "Is that so?" "Yes," said the salesman, "they will cost you just four times as much as you are paying for tires from Sears, Roebuck and Company."

This was too much. After telling the salesman what he thought of him, and city chaps generally, he walked into the dealer's store and paid cash for a set of puncture proof tires, had the dealer put them on, and drove right alongside the salesman to show him, by heck, that he didn't buy his tires from Sears, Roebuck, and that $130 for a set of tires did not faze him.

Of course, no salesman would talk to a prospect that way under ordinary conditions, but this experience does illustrate one of the eccentricities of human nature which makes selling the most fascinating of all occupations — in this case an appeal to reason.

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Ethel Mays Woofter, who sells insurance in and around Atlanta, Georgia, was arrested with her husband for speeding. Writing to a friend, she thus describes what followed:

"The judge fined Jack $25, but we came out all right. While Jack was handing over the money, I got the cop off in a corner, pointed out the dangers of his job, and sold him a policy. The commission more than covered the fine."

## THE ORIGIN OF THE DOHENY MILLIONS

Edward L. Doheny, who has been so much in the limelight since the discovery of oil in Washington, is reputed to be one of the three richest men in America.

Up to the time he was forty he lived a hit or miss existence. He was a prospector. He had chased all over the continent seeking gold and silver. The more remote the place, the more it appealed to him.

One day he was sitting on the front porch of a little hotel on the outskirts of Los Angeles, wishing he had the money to go to some God-forsaken place in Mexico. He noticed a wagon load of dirt go by. It looked tarry and greasy. It interested him.

He asked the negro driver where the earth came from, and was told that it came from near Westlake Park. He jumped on a street car and hurried there.

Thirty feet below the surface Doheny and his partner later unloosed a stream of liquid gold that was destined to pour millions into their pockets and make rich the landowners who had always supposed that "breer" was just "breer."

There are a lot of Dohenys among the salesmen of today. They, too, think that fortune lies afar off. If they were only somewhere else they know they would do better. If these men would only look for fortune right in their own territories, they would find it, just as Doheny found his oil, for it is there.

## THE STREET A SALESMAN NAMED

Some streets are named after famous patriots; others are named after the presidents; others honor old settlers, and still others commemorate historical events.

But there is a street in Deshler, Nebraska, named "Round Oak Street" — not because there happens to be an oak tree in the vicinity, nor in honor of some rotund Indian chief — but because an enthusiastic Round Oak stove salesman lives on the street. It is, perhaps, only natural that every house on the street has a Round Oak heating plant.

Whatever we may think of the street as such — and whatever we may think of the idea of having the street we live on named after the product we sell — it is undeniable that this is the kind of enthusiasm that puts a salesman over big.

The trouble with most of us is that we take our work for granted. There are some salesmen who are so callous that they won't even get excited about a proposed advertising campaign. In time this callousness turns to cynicism and they see only the flies in the cream jug. They end up by being "can't-be-doners."

Let's fight shy of such a fate. Let's always continue to feel that we are working for the best house in the world; that we have a product that towers above every other product of its kind; and fairly itch to get started so that we can tell more people about it.

## KISS THE MAN WHO HONESTLY TELLS YOU: "I'M NOT INTERESTED"

I want to pass along this idea about the buyer who says he is not interested. It isn't original with me; Rex Foster, a salesman working out of Quincy, Illinois, passed it along.

Foster says: "The next time you meet a prospect who tells you positively that he is not interested, let your soul thrill with the thought that you are in the presence of a man who is definitely for a thing or against it, and who needs only to be turned about to be all for you and your proposition."

The man who is uninterested is usually uninformed. He doesn't know enough about your proposition, and you're there to tell him. If he is interested in making money he will be interested in your proposition.

One salesman I know always stops a prospect when he says, "I'm not interested," and asks him just what it is that he is not interested in, and asking him usually brings an opening to tell him. And, telling him often sells him.

It would be a big thing for us all if every man in this organization would work out one or two good plans for getting our story across to the impatient buyer who says, "I'm not interested." When we do, we will make some of the best sales we ever dreamed of, because these fellows who think they are not interested are often the easiest ones to sell.

## HE SOLD HIS MAN SEVEN TIMES OUT OF TEN

I heard about a salesman the other day who sold rice to grocery stores. He was short on looks, short on personality, short on conversation — but he was long on getting orders for the rice he was selling.

At the convention of his sales force last year he let the other salesmen in on his secret. The reason he sold more rice than any other salesman during that year was because he sold by taste as well as by talk.

He had his wife put up a lot of little rice puddings in nice little jars. He carried these puddings around in his Chevrolet with a bottle of cream and some paper spoons. After he got on a working basis with a customer he persuaded him to eat some of his rice pudding, made of his rice. And he sold the man, seven times out of ten!

Disgustingly simple? Of course. The ideas which get big results in selling are most always the kind that make us wonder why we didn't think of them first. The blunt truth is that very few of us are doing any thinking at all. We only think we think.

There is nothing we can do in the thinking line that will count more this year than thinking up ways to get over our selling story by seeing, tasting or feeling as well as hearing. The more of the buyer's senses we can appeal to, the bigger our record will be at the close of the year.

## WHY GENERAL WOOD NEVER WENT TO FRANCE

At the death of Woodrow Wilson, the Springfield (Mass.) "Republican" made public a letter he wrote to its editor on June 5, 1918, explaining why General Wood had been kept away from the front during the late war.

In this letter President Wilson said: "I have had a great deal of experience with General Wood. He is a man of unusual ability, but absolutely unable to submit his judgment to those who are superior to him in command."

When I read this letter I could not help but think of salesmen I know who are being kept out of more responsible positions for the same reason. They cannot subordinate their judgment to that of the man who is responsible for their success.

Fortunately there are few men in a successful sales force thus afflicted. Yet, there comes to all of us at times, the thought that certain instructions or certain orders should be different. Because we think so, we act indifferently. We don't push as we should.

Instead of going about talking against the plan, and telling everyone how much better our own ideas are, let us regard ourselves as generals, serving just as Dawes and Butler served under Pershing, and just as Pershing served under Foch. Let us remember that before a man can give orders he must first prove his ability to take orders.

## A SCOTCH STORY WITH A SALES MORAL

R. P. Spencer tells a story about an Englishman and a Scotchman that has a moral for those of us who are not getting on in our present jobs, because our expense account gives the lie to our claim of having business ability.

"How is it," asked the Englishman, "that the Scotch get on so well in business while so many English and Irish don't seem to be able to make it go?"

"Brains, my boy," replied the Scotchman. "If you want to get on in business you must eat more fish. Give me ten shillings and I'll get you some fish like my wife buys for me."

The Englishman gave the Scotchman ten bob and the fish was sent to him. Next day he again met the Scotchman, who asked him how he was getting on since eating the fish.

"It was splendid fish," the Englishman admitted, "but I can't say that I feel any different — and besides ten bob was a lot to pay for a piece of fish."

The Scotchman slapped him on the back. "Why, it has done you a world of good," he said. "Your brain is beginning to work already. Now you will get along all right."

The story is an old one but the moral will never be so old that it can be forgotten. It nicely illustrates the value of watching the outgo as well as the income.

## THE MYSTERIOUS "V" AND THE SUCCESSFUL STUDENT

William H. Edwards, secretary of Roundy, Peckham and Dexter Company, Milwaukee wholesale grocers, has a story that he is fond of telling to his men.

"A young man went to college," he relates, "and the first thing this young man did was to cut a big letter 'V' out of a piece of red cardboard and nail it over his dormitory door.

"His fellow students were puzzled to know why he did this, and chided him about it. But he kept a stiff upper lip. He let them think anything they wanted to think. He just kept right on studying.

"The weeks passed into months and the months into years. But never a word from the student about that big letter 'V' over his door. Finally graduation came and he was chosen valedictorian of his class.

"Then he revealed his secret. Before entering college he had determined to be valedictorian. He put the letter 'V' over his door to keep his objective constantly before him."

I won't spoil the story by explaining the moral. But I know some men in this organization who could do or be anything they wanted to do or to be, if they would just set their minds to the task.

Some of us never arrive because we have forgotten our destination. We all need a tag and a ticket with a destination on it.

## SALESMEN WHO CHANGE "RELIGION" YEARLY

Among the relics found several years ago in King Tut's tomb was a scarab recording his frequent changes of religious belief.

In that respect he was not unlike some salesmen we all know who change their connections almost as often as Old King Tut used to change his religion — and with about as much compunction or reason.

An advertising salesman, who recently died, is reputed to have advocated and sold five different kinds of competitive advertising during a ten-year career. He started out as a newspaper advertising solicitor. He would go from advertiser to advertiser and take business from the magazines on the strength of newspaper advertising being better than magazine advertising.

A few years later he took a position with a concern publishing a "small town" magazine. He went back to the same people and solicited their business on the grounds that magazine advertising was much better than billboard advertising, better than newspaper advertising or better than any other kind of advertising.

No sooner had he established himself as a solicitor of magazine advertising, than he changed religion again, and took a position with a street car advertising concern. Here his inconsistency proved a boomerang, for he failed to measure up. He changed again

and failed again. He died discredited and penniless — the laughing-stock of the advertising world!

The foundation of all selling is confidence. Unless you have confidence in yourself, and unless your customers have confidence in you, permanent success is not possible. Nobody can possibly have confidence in a man who changes his beliefs to suit his fancy.

Some day you, too, may be tempted to accept a position with a competitor who holds out a promise of greater earnings. Before deciding, carefully consider the effect such a move is going to have on the good will you now enjoy. Changing religions as you would a suit of clothes may have been all right in King Tut's day, but it won't go in present-day business.

## AN INVESTMENT THAT PAYS PERPETUAL DIVIDENDS

"Dad" Howe is dead. In fact, he has been dead several years, but in his territory he is still remembered — with love and respect.

"Dad" always got the best room in the hotel. The waiter always seemed to bring him the tenderest steak or the most generous helping of chicken. The clerks in the stores he visited took pride in telling him they needed more of his line.

The buyers said "Dad" could come as often and stay as long as he liked. Saturday mornings when he visited the jobbers, everybody from the boys on

the shipping platform to the president in the private office had a good word to say to "Dad."

Some people wondered when "Dad" ever found time to sell. But his sales record always seemed to prove that he was the best salesman the company ever had out of San Antonio. In any town in southwestern Texas "Dad" could walk into the bank and get a check cashed without formalities. People believed in him.

"Dad" once said, "I spend half my time making friends — you never know when you'll need them." "Dad" did things for people — little things that most of us forget to do, but those are the things people appreciate and remember.

Even in this commercial age friends are our greatest asset — provided they are the right sort of "folks." Dividends from investments in friendship are not governed by stock market fluctuations — they are often highest when other investments are lowest.

## IF YOUR PLANT WERE TO BURN DOWN TONIGHT

It would be annoying, of course. You might even be called off your territory for a few weeks until insurance matters were adjusted and operations resumed.

But it would be only an interruption. The business as a whole would be just as valuable and you would

soon be selling just as much as ever, because the good name of the business would remain intact.

Few of us realize the great value of a good name. When Barnum & Bailey decided to quit, they sold their circus, including all the wagons, animals, tents and property for $3,000,000. But nothing was said about the name. After the deal had been closed they turned around and sold the name for another $3,000,000 to Ringling Brothers. In the epidemic of mergers through which business is passing, many concerns have been paid fancy prices for their good name alone. In some cases the plants were junked; the assets were written off.

The name of your house is worth many thousands of dollars. When you were employed it was the most valuable thing that was turned over to you — much more valuable than the samples, expense money or other tangible equipment. It was the biggest thing you took out of the office the day you were hired.

On that day you lost your identity as an individual. You became known as a representative of your house. Everything you do — everything you say — either adds to or detracts from the reputation of your house in your territory.

Some day you will turn back the good name that was entrusted to you. When that day comes, whether it is ten days or ten years from now, you will want to return it without a scratch or a blemish — improved from having been in your care and polished and the better for wear.

## LIFTING THE BUYER OUT OF THE "PIKER" CLASS

For some years back the holiday drive on coffee has been a feature of Reid-Murdoch's business. This year all records were completely shattered. Over 2,500,000 pounds of coffee were shipped out of their warehouses during December.

The piling up of such a record called for salesmanship of a high order, and many interesting experiences were recited by the men at a big banquet given by the company in their honor.

One particularly interesting sale was made by R. E. Perry, of the Milwaukee branch. When the drive opened, Perry called on a dealer out in the residential district by the name of Frank Stancl. When Perry broached the subject of coffee to Stancl he made it quite plain that he wasn't going to buy any more coffee, as he already had part of a case on hand.

Instead of accepting the customer's decision, Salesman Perry asked him if he knew how much coffee was consumed in the United States every day. No, he didn't. So Perry told him. It was more coffee than Stancl thought there was in the whole world. Then Perry told him what the per capita consumption of coffee was, just how many pounds the people in Milwaukee bought every day.

These big figures staggered Stancl. They made his "part of a case" look small indeed. The doubt began to seep into his mind whether, after all, he had enough

coffee. And by the time the Reid-Murdoch man had brought the figures right down to the ward in which the Stancl store was located, and figured out for him just how much coffee was being consumed every day in the vicinity of his store, he was in full retreat.

Stancl soon came to the conclusion that as a coffee merchant he was a minus quantity. If the salesman's figures were right they indicated he was getting less than one-twentieth of the coffee business he ought to have. The thought of what was getting away roused his fighting spirit. He gave Perry an order for three more cases and decided then and there to get busy.

Before the drive closed, Stancl not only sold the case he had on hand, as well as the three cases he had ordered, but had placed a repeat order which brought his total sales up to nine cases! Nine cases are pretty good for a man who doubted whether he could dispose of one.

## WHAT IS A SALES POLICY WORTH?

Take two concerns in your line.

One of these concerns marches steadily forward. Each year its prestige and sales volume grows. The best salesmen are attracted to its sales force. It is spoken of as "a good house to tie to."

The other concern barely holds its own. It has to fight for every dollar's worth of business. Old customers drop out as fast as new customers can be

added. It is spoken of as being "on the toboggan."

Yet each of these houses has the same opportunity. It has the same territory to cover; the same people to sell; the same number of days in the year. "What makes the difference?"

Sales Policies. Your business — any business — succeeds or fails because of its policies. That is why the house gives such careful thought to formulating policies. They are not any one man's ideas, but the combined experience of many men over a long period of years.

There may be times when you feel that your judgment is better than the house policy. But if it is right for you to set yourself above the policy of the business, then it is equally right for every other member of the organization to do the same.

A business cannot succeed unless it has a policy, and unless its salesmen back the policy — regardless of whether it seems right or wrong at the time.

## HE HAD NO TIME FOR UNDERSTUDIES

Wm. Wrigley, Jr., does not see the many salesmen who call. He has assistants who see them. However, the other day a young salesman wandered into Mr. Wrigley's office and sold him twenty thousand souvenir blotters before he found out that Mr. Wrigley does not do the buying. This is how he did it.

Edward Caldwell, the salesman mentioned, is only fourteen years old. The first time he called at the Wrigley building he learned the gum king was at his club. So Caldwell called the following day. This time he avoided the information clerk. He spotted a man through an inner door. He decided that that must be Mr. Wrigley himself. When the man came out, young Caldwell walked up and made himself known.

It was Mr. Wrigley. After Caldwell had stated his mission, Mr. Wrigley received him cordially but turned him down. "I'm sorry, my boy," Mr. Wrigley said, "but we do not require anything in the souvenir blotter line just now. Very sorry, I'm sure."

"Please don't feel sorry, Mr. Wrigley," said the youngster, "I have a good proposition and know I can sell it." "Well," replied Mr. Wrigley, "if it is as good as that, call me up some time and we'll talk it over."

Caldwell agreed. A week later he made an appointment to see Mr. Wrigley. Arriving at the office, he was ushered into the presence of a different man. The young salesman was surprised, but he quickly and fearlessly stated that he understood he was to see Mr. Wrigley personally. He was finally admitted into Mr. Wrigley's private office. After hearing the boy's story, Mr. Wrigley agreed to take ten thousand blotters. However, Caldwell believes in hitching his wagon to a star. So he pointed out to Mr. Wrigley how much more economical it would be to buy twenty

thousand. Mr. Wrigley smiled. But he saw the point and signed a contract for the full twenty thousand.

## THE "TAKE-IT-UP-WITH-THE-OFFICE" SALESMAN

A nice-sized order got away recently because a salesman didn't have the courage to say "no" at the critical moment of the sale.

The buyer wanted to be sure he was getting the very lowest price. He had gone so far as to say that if he wasn't given a certain concession he would give the order to a competing house.

The salesman lost his nerve. He was afraid to risk the issue. He was afraid to incur the man's displeasure. He took the easy way out: "I'll wire the office and see if they'll take the business on those terms."

That was all the buyer wanted. The suspicion sprang into his mind that the salesman's proposition could be bettered. Otherwise, why would the salesman even think of taking it up with the office?

The buyer stuck to his ultimatum. The salesman's hesitation had convinced him that if he hung on long enough the house would take his business. The buyer is still hanging on — still suspicious that the salesman's proposition was not the best obtainable.

Don't be afraid to say "no." Say it as though you mean it. Not independently, with a "go to Hades" inflection, but firmly and politely.

## HOW ONE SALESMAN CLOSED AN EIGHT-CARLOAD ORDER

Walter N. Mathews, who sells limestone out of Chicago, closed an order for a carload every Tuesday and Friday for a month. The order came from a big buyer upon whom Mathews had been calling for a period of years with no result. He is one of those buyers who will turn you down for no reason whatsoever.

Mathews is now using on this buyer what he calls his "abandon plan." Although quite an athlete, he does not claim to be any Babe Ruth. However, he does endeavor to use in his plan some of the principles that form the basis for the batting champion's ability to crack the horsehide pill in such a fashion as to make a dent in the fence behind the center fielder.

What makes Babe Ruth the world's champion batsman? Sports writers have used up reams of paper trying to explain it. Charts showing the measurements of his physique do not answer the question. Some try to answer it by stating that this champion has a remarkable ability to hit the ball in the right place, at the right time, and while the swing of the bat is at the maximum. But is this the real answer?

Of course not. It is the previous hard work, study, practice and extended concentration that make it possible to win a championship. Any writer who believes that Babe Ruth has been doing the most important work of his life during the past two years is

wrong. The most important work of any champion has been done before he comes into prominence as a champion.

## CORRECTING WEAKNESSES TO INCREASE SALES

Two hundred red-blooded salesmen of a large specialty organization were recently furnished with "ability analysis" blanks. Dozens of factors such as "industry," "decision," "dependability," "determination," were listed on the form. These salesmen are all big men — they think big, do big and earn big. But they were not too big to recognize the value of honest self-analysis. They graded themselves on the form and put it away for their own confidential use, resolving to improve on items where their grades were not high. Six months later the house sent them another blank. This was filled out and compared with the first.

The bigger the salesman, the more he appreciates the value of "taking an inventory" of himself. Gerald Ward, candy salesman, relates an experience which illustrates his belief in the self-analysis plan.

Ward had an exclusive agent in an important Iowa center, from whom orders totaled about six hundred dollars annually. He had tried various ways to increase this account, but he felt that he would lose it if he pushed his ideas too strongly. Finally he resolved to take the situation in hand at the expense of

ruffling the feelings of the buyer and possibly getting "in wrong." He went out and sold four other dealers in town and succeeded in forcing the buyer to see the value of the agency. The matter was smoothed over later and this buyer got behind the product locally. A single order of one thousand dollars resulted and sales in that city have now jumped to seven thousand dollars annually.

This salesman's weakness was that he felt satisfied with the business he obtained from certain good customers and he was always afraid of offending the buyer. But he was big enough to see through the situation. The result is, he turned more big buyers into bigger buyers and greatly increased his showing.

## AN ACTOR WHO MADE GOOD AS A SALESMAN AND WHY

One of the best things about being a salesman is that you do not have to wait for someone to die or retire in order to step up the ladder. More than any other one class of workers, the salesman holds his destiny in his own hands. You write your own pay check.

A good illustration is found in the case of a brush salesman who built up one of the biggest brush businesses in the world, and the story of an envelope salesman who used to be an actor.

But the biggest factor in the success of these two men was left out of the story. It was taken for

granted, just as we take for granted the biggest thing in our own success. The one thing above all others that has put you where you are today is your ability to execute your ideas.

There are thousands of salesmen who are filled with wonderful ideas for selling goods. They lie awake in the night thinking them up. To hear them talk you would think that they were hundred pointers. But take a look at their scores. Where do they stand? In most cases, strange to say, these brilliant men with their fine, creative minds are bunched together down at the tail end of the list!

These salesmen who think these big thoughts and never execute them are like inventors we all know who are geniuses as inventors but are always broke. They don't know when to stop inventing and begin manufacturing. They are like the golf player who devises a wonderful new way to play the sixteenth hole but never plays it that way. It is always a case of the next time.

Both Fuller and Graw, the salesmen referred to, are successful because they "put over" ideas. Graw, while on the stage, had noticed that the best way to win applause was to single out a likely looking group down in front and play to them. Pretty soon they would start applauding, and the applause quickly spread. When Graw started selling, he decided to follow the same tactics. But he didn't decide to do it and let it go at that. He actually did it. And that is why he succeeded.

## WHY A YOUNG MAN WAS PICKED FOR THE SALES MANAGER'S JOB

There is ill-concealed dissatisfaction in a certain sales organization over the filling of a newly created position of assistant sales manager.

The man chosen was not a spectacular business-getter. He had not been with the company as long as some of the other men. He was comparatively young. The men felt that one of the older men should have been selected.

But the man chosen was decided upon because he was a "cooperator." He knew the value of team work. His record as a getter of orders might have been minus, but his record as a giver of cooperation was very much plus. Cooperation counts.

Never lose sight of the fact that your work is watched much closer than you suspect. The great need in business today is for executives — especially sales executives. Not more than one salesman in twenty has executive ability — or, if he has it, he never shows it in his contact with the office.

When you neglect your correspondence; when you fail to send in reports; when you show a general indifference to routine matters you brand yourself as lacking executive ability. You mark yourself down as a poor cooperator. You make it just that much harder to win.

Don't let it be said of you: "He is a good salesman but that is all you can say for him." Rather have

them say: "He is not only a good salesman but he knows how to cooperate." Then you will be sought after.

## SIX SALESMEN SAID IT COULDN'T BE DONE, SO HE DID IT

Salesmen traveling western Pennsylvania are acquainted with conditions that prevailed in Altoona during the big coal strike. That town is supported solely by the Pennsylvania railroad — its shop there being one of the largest in the United States.

For months these shops were all tightly closed down, with the result that Altoona was hit just about as hard as any city in the country. Salesman after salesman put forth his very best efforts to get business there under prevailing conditions without success.

A check protector concern which happens to have an unusually live agency in Pennsylvania sent six of its best men — men with real ability and a record at their backs for producing business under the most trying circumstances — to break the spell at Altoona. But one after the other they came back defeated. "Altoona is dead and buried," they said. "It can't be done."

The first week of September, one of the salesmen in this same organization returned from his vacation "broke" and badly in debt. He said that he owed some bills he had to pay and that if he didn't get the money within a week it would go hard with him.

The sales manager sympathized with his need for money, but told the salesman that the best way he knew of getting it was to get busy and sell some check protectors. As the salesman had no regular territory, and the only available territory open at the time was Altoona, he had to be satisfied with it.

During the first six days he was in Altoona he sold thirteen equipments — more business than had been taken out of that territory in four months. And he kept right on producing business until he had made enough advance commissions to take care of his impending financial obligations.

What is the answer? The other six salesmen who "worked" Altoona were just as good, if not better salesmen. They had just as many hours a day to work in. They had the same prospects to call on. The same arguments to use. The same conditions to work under. But they didn't get any business. Not one of the six got enough business to pay carfare.

## YOU CAN'T JUDGE A SALESMAN BY HIS ORDER BOOK

I read the other day that the records of one hundred successful salesmen showed that a high percentage of them had previously been in business for themselves, and who had failed from lack of capital.

As a result of this discovery one of the largest employers of salesmen in the country is giving pref-

erence to men who have tried business for themselves to their sorrow. This company contends that these men, even though failures, have a better understanding of the objects of salesmanship than the man whose training has been confined to selling.

Now you may not agree with this theory. I do not say that I do. But you must admit that all too often a salesman overvalues the importance of getting an order, and undervalues the importance of getting the money for it.

The man who has been in business for himself and failed knows through bitter experience that an order is not a sale until the bill has been paid. He knows that a promise to buy some day won't pay this month's rent. He knows that a salesman can show a big billing and still be a liability to the business. In short, he is a business man as well as a salesman. This company is proud of its development during recent years. We feel that a good deal of our success is due to the fact that our salesmen are not only good salesmen but that they are good business men.

## WHAT DO YOU KNOW ABOUT YOUR TERRITORY?

Ten salesmen, in ten different lines of business and in ten different territories, were asked if they were satisfied with their territory.

A salesman working an Illinois car route for one of the packers was the only one of the whole ten who didn't want a bigger territory. The only reason he didn't want a bigger territory was because it would mean staying on the road over the week end. For the others the map was entirely too small.

As a matter of fact, every salesman questioned would make more money with a smaller territory. Any of those salesmen could have figured that out for themselves, but they jumped to the conclusion that the bigger the territory the more they would sell, when just the reverse is true.

The sales manager for one of the big grocery specialty concerns tells about one of his salesmen who said that the particular section of Brooklyn which was his territory was "saturated" with his vanilla extract, and he wanted additional territory. He couldn't make a living out of his present territory, etc.

The sales manager refused because figures in his possession convinced him the territory was a long way from being saturated. But the salesman "knew" the sales manager was wrong, and either out of stubbornness or the effect of so thinking, he let his business slump. Perhaps he figured that by doing this he would show his manager how little the manager knew about his territory. But it didn't work. The salesman lost his job.

A few weeks previous, this sales manager had put on a hotel clerk who had been bothering him for a chance to sell. This chap had never sold goods. But

he was very ambitious. So he was put to work with an experienced salesman, and when the Brooklyn tragedy occurred the ex-hotel clerk got the territory.

To the young man, this tail end of Brooklyn was the most wonderful territory in the world. It was his oyster, his long-looked-for opportunity. He didn't know it was "saturated" and that there was no more business to be had from it. So he just started out as if nothing were the matter with it.

What happened? Inside of three months this salesman — George H. Rice of the Joseph Burnett Co. — had found over two hundred stores where his goods were not sold. Inside of another three months he had put the best part of them on the books, and by helping the old customers to sell more flavoring extracts, he is steadily increasing his volume and his salary.

## THE SALESMAN WHO "KNEW" HE WAS GETTING ALL THE BUSINESS

I sometimes wonder if we are not losing out by being too easily satisfied with ourselves.

Here is what makes me think so. A certain sales manager received word that his competitor was getting a large business from a certain account. He spoke to the salesman, who insisted there was nothing to it. He was satisfied that he was getting all the business.

But his sales manager was not so easily satisfied. He went to see the account himself. He found that the customer was giving the competitor fifteen times more business than he was giving his salesman — not a little more, but fifteen times more.

Moreover, the customer didn't know why he was giving such a large proportion of his business to a competitor. So far as the sales manager could learn, the only reason why his salesman was not getting more business was because he was satisfied there was no more to be had! Can you imagine that?

When the sales manager told the salesman what he had learned, the salesman had a hemorrhage. His balloon burst. He vowed he would get all that man's business — and he did. Last month he sold that customer more than he had bought during six previous months combined.

## A SUCCESSFUL LAWYER'S ADVICE TO SALESMEN

The biggest hit at one of the meetings of the Chemical Salesmen's Association was a talk by Judge Barrett, general solicitor for the Lehigh Valley Railroad. In his talk, the judge gave salesmen the result of his long experience persuading juries to do what he desires them to do.

Judge Barrett made the point that there is much in common between the work of a lawyer and the task that daily confronts you in making people buy what

you are selling. "There are two major elements to be considered," said the judge. "The most patent of these is self-interest, the importance of which, I am sure, every good salesman thoroughly appreciates. The second and most interesting element, however, is not so generally appreciated. It is mental laziness.

"The appeal to mental laziness is usually adopted and used in influencing men by those who are above the ordinary in intellectual life. For instance: a good lawyer in the argument of the case attempts to think for the judge. He writes his brief so clearly that the judge will not have to think. He argues his case so skillfully that the judge's mind will follow his to its conclusions.

"One of the gravest mistakes a salesman or a lawyer can make is to expect the other fellow to do any thinking. He must never lose sight of the fact that the great portion of mankind absolutely refuses to think. Even the most intelligent men, and men who are deep thinkers along lines which interest them, find it repulsive to think about remote problems."

Your problem, as a salesman, is: "How can I overcome the disinclination, of those I am selling, to think?" Judge Barrett makes a suggestion. He reminds us that when people wanted to approach President Roosevelt, in order to secure a hearing on some particular subject, they found the latest book the President was interested in, the latest discussion which was engrossing his attention, and used these as points of contact.

## HOW ONE SALESMAN FINDS THE ARGUMENT THAT WINS

T. J. Comer, a Phœnix Mutual Life Insurance Company salesman at Pittsburgh, relates the story of selling a one-hundred-thousand-dollar insurance policy to a man who had protested that he had enough insurance.

Comer has a partner. The two salesmen often work together on a buyer, as was the case in this instance. Comer says that if he does not hit upon the argument which appeals properly, then the chances are his partner will. He knows there is some appeal that will get the order.

An interview was arranged and the two salesmen went to make this call. Five personal calls had been made without results. Various plans were presented to the buyer with no response. Finally, one of the salesmen stated that the company had perfected an educational policy which, in the event of the prospect's death, would guarantee the education of his several children. Comer reports that he never witnessed such a quick response. The application for the one-hundred-thousand-dollar policy was signed in thirty minutes and shortly afterward a fifty-thousand-dollar term policy was ordered to replace one that had expired.

These salesmen were both on the verge of giving up on several occasions. They had presented what

they thought were their best arguments. In their persistency, they presented other appeals. The one about his children's education struck home.

## WHEN A BUYER THINKS YOUR PRICES ARE HIGH

A business man needed some money for expansion. He went to see his banker about a loan, taking with him his sales statement for the current month.

"This is interesting," said the banker, "but it doesn't tell me anything. I need something for comparison. Bring me your sales statements for a year back."

Isn't there a selling thought in this banker's remark for you and me? How often in our sales work do we furnish our man with a "basis of comparison"? We give him the facts, true enough, but we fail to give him other facts with which he can compare them, and make a decision.

A price may seem high to one man and low to another, simply because each man uses a different basis of comparison. A point of quality may seem very desirable to the man who has been using inferior merchandise, and yet mean nothing to the man who has been using merchandise of equal quality. The quality is the same in either case, but the basis of comparison gives it a different value in the eyes of the buyer.

Before we can expect that our sales points are going to carry equal weight with different men, it is up to us as salesmen to see that these buyers are given a uniform basis for comparison. In selling, just as in banking, facts without a basis of comparison are interesting but they don't mean anything.

## A LEAF FROM THE MANUAL OF A SUCCESSFUL SALES ORGANIZATION

In looking over the manual used by the salesmen of the National Cash Register Company I came upon a thought which is worth passing along here.

"Learn the value of patience," counseled the manual, "remember you are asking your prospect to understand in half an hour what it has taken you months to learn."

Even though our problems are different from those of a salesman selling cash registers, there is a world of wisdom in this advice. It is all too true that as we grow in experience we become increasingly impatient of the viewpoint of the man we must sell.

When he offers objections which we have heard for the ten thousandth time, we forget that in his mind the objection is very real, and very important. We impatiently brush it aside. We lack patience to try to see the situation through his eyes.

When we explain points that to us are as clear as day, and the prospect fails repeatedly to grasp them,

we lose patience, and let our voice reflect irritation. The buyer, not wishing to be thought dull, says he understands when he doesn't understand.

Let us remember that patience is the basis of all teaching, and stripped of its mysteries and theories, selling is nothing more or less than teaching. Don't you agree with me?

## HE HELPED HIS CUSTOMER FIRE THE FURNACE

If you read the prize-winning stories on salesmanship in Collier's a few years ago, you probably said to yourself: "That's a good story, and you certainly have to hand it to Richard for sticking six hours to get an order, but I have put over just as good sales myself."

But there is one point in this experience that Richard mentions that is very significant, yet the full importance of it is not apparent at first reading. You will recall that when the elder Mr. Wise same into the store after Richard had waited six hours for him, he asked Richard to wait until after he had fixed the furnace. Instead Richard handed him a sample pair "to save his clothes" and then went down in the basement to help his customer fix the furnace.

"There is nothing," relates the winner of one of the Collier prizes for salesmanship, "like sweating together at a common task to melt two spirits into harmony." And it is true. It touches the same cord of

human nature that makes lifelong comrades of men who fought together, or hunted together, or studied together.

People respond most quickly to the advances of those who put themselves on their level. The reason that Billy Sunday is one of the greatest salesmen that this country has ever known is because he gets down to the level of the people he wants to convert. He uses the same slang that they do; he talks in the same metaphors; he includes himself when he speaks of sinners.

## IT IS THE FOLLOW-THROUGH THAT DOES THE TRICK

The managing director of one of the largest paint manufacturers in the British Empire, with the reputation of being one of the greatest salesmen, was interviewed regarding his selling methods.

He replied that there wasn't anything he did that was worth writing up. He simply laid out his plans and then followed them through!

What a story could be written around that simple thought. How many of us dream mighty dreams, conceive brilliant ideas, and then promptly forget them? How many of us read of methods which we know absolutely will increase our business, but never put them into practice?

Two salesmen that I have in mind will read this book. Both of them will read in its pages some plan

or idea which they can actually use to increase their year's business. Both of them will be quick to appreciate the value of the suggestion.

But in the case of one of these men, his enthusiasm will begin and end with the reading of the book. In the case of the other he will not only read it, but he will follow it through. He will make it pay dividends.

Thinking about how we can get more business; how we can make more money and how we can attain greater success, is not enough. The most brilliant ideas in the world won't put an extra penny in our pockets unless we put them to work.

## ONE BROTHER RECEIVED A SALARY OF $500 AND THE OTHER $100

Three brothers' salaries are one hundred, two hundred and five hundred dollars, although each of them started to work for the same company at equal salaries six years previously. The apparent unfairness impressed their father, according to a story related recently to employees of the W. S. Tyler Company. He decided to visit the employer and ask the reason.

The employer promised the father that the reason would be demonstrated. He pressed a button under his desk and Jim, the one-hundred-dollar man, answered. "I hear," said the employer," that the Oceanic

has just docked. I would like to find out what she carries."

Jim was back in three minutes. "I learned by telephone that she carries a cargo of two thousand sealskins," he reported. "Thank you," said the employer, and Jim left the room.

Frank, the two-hundred-dollar man, was then called. He was given the same instruction. Frank was gone an hour. When he returned he said, "The Oceanic carries two thousand sealskins in addition to five hundred beaver and eleven hundred mink pelts." He was dismissed and George, the highest paid brother, was called.

George received the same instruction. Nothing was heard from him for three hours and when he returned it was long after the closing hour. The father and employer were waiting for the report.

"There were two thousand sealskins aboard the Oceanic," he said. I found we could get them for five dollars each, so I took a two-day option on them. I wired a possible buyer offering them at seven dollars. As they sent us a call for sealskins, I expect their order tomorrow. There were five hundred beaver skins on the boat. I sold them over the telephone at a profit of seven hundred dollars. The lot of mink pelts carried were of too poor quality to handle."

Later, the employer said, "It is easily seen that Jim does not do as he is told and Frank does do as he is told. But George does without being told."

## A COLORED FOOTBALL STAR'S LEGACY TO SALESMEN

At this time of the year, when we are standing on the threshold of a new opportunity, I want to remind you of Jack Trice, Ames colored football star, who met his death in 1924 in the Minnesota-Ames game.

Just before that game Trice wrote: "Everyone is expecting me to do big things. I will. My whole body and soul are to be thrown recklessly about on the field tomorrow. Every time the ball is snapped I will be trying to do more than my part."

When Trice wrote this he did not know that it would ever be published. It was just his confession to himself. It was found on a piece of paper crumpled up in his pocket after death. It has since received editorial comment from one end of the country to another. It will live for years to come, even though Trice himself has passed on.

Suppose that you and I were to write our thoughts about the job ahead of us this year. "Would there," to quote C. G. Stevenson, "be any editorials written about them? Would the document be used by fathers to inspire their sons with the do or die spirit?"

Our job is worthy of throwing into it our whole body and soul. Your reputation, the happiness of your family, your own self-respect, are at stake. Live and work this year so that when January rolls around you can truthfully say: "Every time the ball was snapped, I did more than my part."

## HABITS ARE JUST AS IMPORTANT AS PERSONALITY

Frank B. Thomas and Andrew MacLain are salesmen employed by one of the large St. Paul jobbing houses. They started as house salesmen, but when the slump came there was a general upheaval in the sales organization and they were promoted to road jobs.

Thomas was always considered a better salesman than MacLain. He had a keener mind, for one thing. He never let a chance go by to remind the customer of something else that he ought to have. And to his credit let it be said that he knew his business better, although each had been in the employ of the company about the same time.

After the men had been on their territories for a few months it was evident that MacLain was beginning to pull away from Thomas so far as volume of business was concerned. This lead steadily increased so that now, after the lapse of a year, it looks as though Thomas will finish with only one-half the business that MacLain will show.

Three weeks ago, the sales manager for this company happened to be in the neighborhood of MacLain's strip of territory and stopped off to call on a few of his customers. It didn't take him long to discover the secret of Mac's success. Mac had built up the greatest crowd of boosters for MacLain that the sales manager had ever seen. The dealers couldn't

sing Mac's praises loud enough. To hear them tell it, MacLain was the best friend they had in the world.

And how do you suppose Mac had recruited this army of boosters? Why, by the simple expedient of going out of his way to say nice things about his customers to everybody he met. Very simple, isn't it? Yet, what a world of sales wisdom lies concealed in that simple plan!

If Mac happened to be killing a few minutes at the hotel waiting for supper or a train, he made it a point to say some pleasant things to the clerk about his customer, Mr. Briggs, of the Briggs Hardware Company. If he were talking with some fellow salesman he deliberately chose the same line of conversation. He even followed the plan in talking with local merchants, except when they happened to be competitors.

What is more natural than that these pleasant things he spread around about his customers should drift back to them? And what is more natural than that the customer should repay the salesman in the shape of increased consideration? Is it any wonder Mac's business increased?

## IF INSURANCE SALESMEN TOOK TURN-DOWNS SERIOUSLY

There can be no greater tribute to the power of salesmanship than the steady increase in life insurance written by all companies since 1923.

The total amount of insurance issued last year exceeded the total life insurance in effect twenty years ago, and beating the previous high-water mark of 1920 by more than one and a half billion dollars!

While it is true that much of this gain can be accredited to the formation of living trusts to escape the high surtaxes, and other new uses of insurance, still the bulk of the number of policies written was sold to people who were very positive when first approached that they didn't want any insurance.

The next time you feel downhearted and discouraged because one buyer after another has said "no," and you have begun to wonder if the trouble is with the thing you sell or the man who is selling it, just remember eleven billion dollars' worth of insurance is sold by salesmen who don't know what "no" means.

There is a world of truth in the saying that real salesmanship begins after the buyer says "no." As a matter of fact, it is because buyers say "no" so easily that we keep you boys on the pay roll. If they all said "yes" a letter would do just as well, and would cost much less.

## WHEN TOO MANY ORDERS CAN WRECK A BUSINESS

When you take an order it does not necessarily follow that you have made a sale. There is a great difference between making sales and taking orders. For example, some buyer calls up on the phone. One

of the salesmen in the office answers it. The buyer asks the salesman to send him certain things. The salesman puts it down. He thinks he has made a sale. But he hasn't. He has merely rendered a service.

The same buyer calls you on the phone. He tells you that he wants so and so, and such and such. But the things he wants are not what you think he ought to have. They may be special, or they may be something on which there is little or no profit. They may be most anything.

You persuade the buyer that he was mistaken; that your suggestions are better than his; that in the long run it will pay to buy more in the beginning. You have made money for him. You have made money for your house. You have made money for yourself. You have made a sale.

Many a business has floundered because it had too many salesmen who thought that selling goods was taking orders. The more orders these salesmen took, the less profit the business made. George Westinghouse, for example, was a wonderful salesman, but he went broke taking unprofitable orders.

All the big rewards go to the real salesman. He is the man who builds a good will with every sale; who delights in selling the man what he knows he ought to have rather than what the man thinks he wants. You cannot stop that kind of salesman, because in developing his business and his ability to sell, he develops himself.

## IS THERE SUCH A THING AS A LAZY SALESMAN?

At a sales managers' meeting the other day the speaker talked for half an hour about "lazy" salesmen.

He never knew a lazy salesman, because a real salesman is on his toes every minute.

He referred to the salesman who complained that his house tried to make a pack horse of him.

He never knew a real salesman who balked at carrying samples, because a real salesman knows that showing samples increases sales.

He berated the salesman who blamed his inability to get orders on the house and its management.

He forgot that a real salesman is 100 per cent for the house, for the management and for the buyers all the time.

He lamented the ease with which salesmen accept defeat.

He should have known that when a real salesman doesn't get what he goes after, he generally knows where to get another order just as good.

He complained of the unrest among salesmen.

Real salesmen don't complain — they know that they write their own pay checks, and if the amount is not large enough, they make it larger.

He spóke of apologetic salesmen. Real salesmen don't apologize for what they "can't do" — they are too busy trying.

## HOW TO HANDLE THE BUYER WHO "ISN'T BUYING"

An investigation during the past month discloses that the most disheartening buyer being encountered these days is the man who fully agrees that he should have the product offered. He claims he has a need for it, wants it, and even yearns for it, but he further insists that he cannot take it on now either for cash or on time. How can he be handled?

Recently a Royal Typewriter salesman called upon a certain large Detroit concern and let it be known that he had come to trade in their present machines and replace them with forty new Royals. The purchasing agent almost laughed at him and reported that they just received instructions from the board of directors to buy nothing except what they had to have. They were retrenching.

The salesman congratulated them. He said his house was doing the same. He asked if they had any orders to stop saving. Anticipating an answer in the negative, the salesman pulled out of his pocket previously prepared figures showing interest on investment which could be earned on the difference between the trade-in value now and later. The interest looked too good for the buyer to pass up and an order was placed.

Of course, there is nothing startling about this plan, except that he had prepared himself in advance for the objection he felt sure would arise. Every sales-

man approached on this subject of the "buyer who cannot afford to spend the money" points out that his success in handling this type began when he discovered that such a plea is superficial. The man who says he is not buying at present is simply putting forth an objection which he has found baffles most salesmen.

## IF HE ONLY HAD THE MONEY SPENT FOR HIS GOOD TIMES

I had a call the other day from a man who used to travel for the same house that I did years ago.

He was broke and discouraged. He had been fired from six jobs in two years. His nerve had gone. His gray hairs were turning to silver, and it was becoming harder and harder to get even a chance. He had come to see me, an old friend, for a loan of five dollars to stave off starvation.

In his prime this man had been a good salesman. He had made good money. He had loads of friends. But he had one great fault — he hadn't the driving power to make himself do the things he didn't want to do.

A young man, fighting his way to success, working and studying and saving, may not have a particularly gay life. To the salesman who believes in having a good time he may seem terribly foolish.

But hard as his life of real work may be, it is a thousand times more pleasant compared with the life

my old friend was eking out, begging for a chance, humbly grateful for that which he would have scorned in his better days.

The beginning of August brings with it the urge to "take things easy" till fall. Have you the will power to make yourself work in spite of that urge?

You can work now, when you are strong and work is easy, or you can just "get by" and do your hard work in the years to come when the body is frail and work comes a thousand times harder.

## PLANNING FOR THE FUTURE IS FINE— BUT WHAT OF TODAY?

I read a poem the other day about hope. It was a wonderful word picture about looking forward to bigger, better things and all that.

That is true. It is mighty fine to hold high aims, and who will deny that if it were not for hope, life would be a tame and colorless affair.

Yet — admitting all that — I sometimes think that the trouble with most of us is that we do too much hoping and not enough hoofing. We think about plans for next week, next month or next year, but seldom think about today.

Today can be the beginning of next week, just as well as next Sunday.

Today can be the beginning of next month, just as well as August 1st.

Today can be the beginning of next year, just as well as January 1.

Why wait for some imaginary date to start your plans for bigger accomplishment? Resolve to get more business next week, but let next week begin today. Plan to get more business next month, but let next month begin today. Aspire to get more business next year, but let next year start today.

Tomorrow, next week and next year are far away, but today is here. Make the most of it.

## THE BREAD-AND-BUTTER MEN IN YOUR SALES FORCE

In an address before the Chicago Association of Commerce, an executive of the American Lady Corset Company told of the manner in which all salesmen who came to work for that company automatically classify themselves in one of three groups within a short time.

First, there is the group which complains about prices. Every time a competitor undersells them, they write to the house about reducing prices. They do not keep up to date on how to sell quality. It never occurs to them that when the buyer says the price is too high, he is leading into the best selling talk the salesman possesses.

Second, there is the "attractive group." They are always writing to inform the house that the line is

"not snappy enough." They have much to say as to what the house ought to do to make the line more attractive. Usually, all their ideas have been previously considered and discarded.

Then, there is the "optimistic group." Everything is satisfactory to them. They go right ahead selling and have no time for faultfinding. They find plenty of reason to be enthusiastic about the proposition and it is correspondingly easy for them to interest others in the line. They avoid stirring up things. They are the desirable salesmen.

## THE BALANCE SHEET OF "YOURSELF, INC."

One of the business magazines recently published an article under the striking caption, "Yourself, Inc."

The article goes on to explain that "Yourself, Inc." is not a partnership, but a business in which you are the principal stockholder. Your charter grants you the right to engage in any business you see fit, for as long as you see fit.

Your assets are your own determination to succeed; your individuality; your personality; your integrity; your courage; your love of truth, of justice and mercy; and time.

All of these assets must be conserved, expanded and used by the management of "Yourself, Inc." to produce the necessary profits.

Operating against their conservation and the making of profit is the overhead. It consists of wasted time, putting off doing things, arguing with customers, overconfidence, self-satisfaction and the inability to learn by past mistakes.

But the most important of all the assets of "Yourself, Inc." is time, and the liability which needs the most watching is wasted time. The success of the enterprise will be measured by the ratio of the time turned to profit to the time frivoled away. Time is to "Yourself, Inc." what capital, merchandise and credit are to a mercantile business — it is the whole stock in trade.

## BEATING THE BUYER TO THE OBJECTION

One of the best men in the Holcomb & Hoke sales organization maintains his reputation as a star salesman through the use of a plan for handling the leading objection which develops anew about every other month. For example, he cites a recent sale where the plan was applied.

The buyer advanced the stereotyped objection, "Business is bad and money is tight." As Studebaker puts it, "If a man is thinking about a cat it is easier to talk with him about cats than to make him talk about dogs, so I talk cats." Therefore his reply was:

"Of course, I know your business is bad," said the salesman. "When business is bad you need cash.

One of the greatest authorities reminds us that the thing to do is to cut down on nonprofit-producing items and get business on those items in which there is the best profit, as well as save money wherever you can." He then told of the profit-making possibilities of his machine and got the order.

There's nothing new about this plan. But you and I know that when we hear the tear-producing alibi of nearly every buyer who cannot get enough money, we are often ready to throw up our hands and go on. Instead of being downhearted another salesman says:

"Wouldn't you like to make it better?" Thus he turns the objection into a selling point. He applies this plan to nearly all objections. For instance, when the buyer claims there is "No demand," he asks why the buyer doesn't feature and sell postage stamps. As the buyer hastens to explain that there is no profit in them, the salesman points out that it is profits in which the merchant is interested, thus getting back to profit talk.

## WHAT WALTER P. CHRYSLER'S TIME CARD REVEALED

At the Chrysler Corporation's offices in Detroit, everyone, even the president, has to punch the time clock every night and morning.

The other day a business reporter noticed the time-card rack in the general office and walked over to it. He picked out the cards of Walter P. Chrysler,

president, and J. E. Fields, vice president in charge of sales.

The average time of arrival on these cards was 8:15 a. m., although the office does not open until 8:30, and on Mr. Fields' card overtime was punched for every evening of the week.

Men like Chrysler and Fields know well how important it is to get a running start on the day. You don't see them hanging around the office in the morning waiting for "time to start" or "calling it a day" along toward four.

An hour in the early morning is worth more to a salesman than two hours during the busiest part of the day, because it is in the early morning that your mind is fresh and your enthusiasm at its peak. Be an early starter as well as a self-starter.

## MAKE ONLY ONE NEW YEAR'S RESOLUTION — BUT KEEP IT

If you have ever done any after-dinner speaking, on the way home you probably thought of any number of witty things you should have said at the dinner.

Now that the year is behind you, you will probably think of any number of things you could have done to get business, but didn't do.

You will think of many arguments which you could have used but didn't use.

You will think of many orders you should have gone after intensively, but didn't.

You will think of lots of business you should have had, but didn't get.

But you have one big advantage over the after-dinner speaker. So far as he is concerned, the dinner is over when the guests depart. But with you another year is beginning.

So when you are reflecting on your year's work, don't just think about these things and forget them. Resolve to do next year all the things you should have done this year, and do them.

## IT IS THE LAST TWO PENNIES THAT COUNT

At a recent conference of jobbers' salesmen, the sales manager drew a big pie-shaped chart on the blackboard. "That circle," he said to the men, "represents the money we get when you make a sale.

Then he took his chalk and divided the "pie" into a hundred degrees. He counted out ten of them, and cut a slice out of the pie equal to that much of the whole. Next, he erased everything but the slice, which, he said, "represents what the company keeps out of the money it gets when you sell a bill of goods."

The sales manager took his eraser and started lopping off slices from the slice. Depreciation of inventories, taxes, interest on investment, cost of running

the credit and collection department, executive expense, depreciation on buildings, insurance, office expense and numerous other items, each in turn called for cutting down the already slim slice. Finally, there was left only a little slice equal to one and three-quarters degrees, or less than 2 per cent of the original circle. "That," he said, "is our net profit."

Of course, every salesman present knew only too well that the margin of net profit on what he sold was small, but few of them realized just how small it really was. One chap jumped up and wanted to know how the business could pay 8 per cent dividends if it only made 1¾ per cent profit. When the sales manager asked him if he understood what turnover was, the salesman was terribly insulted.

It is true that 1¾ per cent is smaller than the average net profit on sales. In the packing business it runs between 2 and 3 per cent. There are lines where it is even 5 per cent. But just how much or how little it is does not matter. The point is that when the average salesman makes a mistake he thinks of the cost of that mistake in relation to the gross profit, when he should think of it in relation to the net profit.

We are all careful, of course, not to spend the company's money unnecessarily, for we know that a dollar saved in our expense account is equal to ten dollars in our order book. But do we all fully appreciate the costliness of mistakes such as a carelessly made out order, extravagance in granting a concession, or failure to inform the house of a change in our route?

## AN ARMENIAN WHO EXPOSED HIMSELF TO ORDERS

G. D. Carter, a sales manager of the F. E. Compton Company, at one time had an experience that shows why some salesmen who are not particularly clever, or brilliant, or unusual, succeed where "born" salesmen fail.

On leaving his home one morning, Mr. Carter noticed an Armenian, with a bright-colored oriental rug thrown across his arm, ringing a doorbell. A woman came to the door and the Armenian said, "Pretty. Want to buy?" The woman slammed the door.

He went to the next house and rang the bell, and said, "Pretty. Want to buy?" and the next woman slammed the door.

The incident so interested Mr. Carter that he slowed up his car and followed the Armenian down the block. He called at seven houses and said no more than, "Pretty. Want to buy?" At the eighth house he stopped, and heard the woman say, "Yes, have you any more like this?" The Armenian had deposited his pack just around the corner, and he ran down and brought back several others. He sold six.

After this, Mr. Carter stopped the Armenian and found that the sale totaled over $180.

Another example of exposing yourself to sales. It seems as though there is always one in seven or eight who is willing to take your merchandise away from you.

## PREACH THE GOSPEL OF "RE-OCCURRING PROFITS"

This is a good time to sit down and have a long heart-to-heart talk with a buyer about his business.

He has now closed his books for last year. His thoughts are retrospective. He is thinking about what he hoped to do and didn't. He is thinking about the money he ought to have made, but didn't.

He has put last year away and he is starting anew with a clean slate. He has in mind a profit quota that he hopes to make this year. But he knows he can't make it unless he does many things differently than last year. Therefore, he is open to suggestion.

You will find, I think, that one of the principal reasons many of your prospects and customers did not make more money was not that they spent so much, but that they spent too much unwisely. They will probably admit that to you.

So impress upon buyers the need this year of giving more thought to how they spend — their buying policies. They should make every dollar spent produce not merely a one-time profit, but a re-occurring profit. And that means buying quality.

Those who made the big profits last year were those who had built their business on the rock of quality. Those who are going to make the big profits this year are likewise those who build on quality. Drive home this viewpoint this month. It is easier to swim with the tide than against it.

## HOW HARRY ROSEN BECAME THE WORLD'S GREATEST INSURANCE SALESMAN

While looking over some old clippings the other day I came across one dated January 6, 1923.

It was a letter written by the vice president of the New York Life Insurance Company, commenting upon the work of Harry B. Rosen, who had just died.

Up to Rosen's time a man who sold $3,000,000 worth of life insurance a year was a phenomenon. One year Rosen sold more than $35,000,000. He exceeded every quota ever set for him by his company and by himself. He wrote more insurance than any other agent in the world.

"While it is true, Rosen worked among big men, he never scorned a small policy. Whereas most salesmen cannot interest themselves in what they call 'piker' business, Rosen would take just as much pains and get just as much satisfaction over a $5,000 sale as he would over a $50,000 sale."

If Rosen's success means anything it means that we are never so successful that we can afford to lose interest in the small orders. We can never afford to sit back and say: "What is the use of my wasting my time on that outfit — they are too small."

Out of the small orders of today grow the big orders of tomorrow. Out of the little customers of this year grow the big customers of next.

## THE GROCERY SALESMAN WAS FULL OF QUESTIONS

An excellent illustration of how salesmen in widely different lines can pick up ideas from studying one another's work is shown in the case of a grocery salesman who recently took out some insurance.

The grocery salesman was full of questions. The insurance salesman was fighting hard to keep control of the situation. It was evident the grocery salesman was purposely trying to throw the insurance salesman off the track.

Finally the insurance salesman said: "Now, Mr. Towne, the questions which are bothering you have bothered every other man who has ever taken out automobile insurance. I have given a lot of thought to explaining my policy in the fewest possible words. It will take me just eleven minutes to do it.

"At the end of eleven minutes you will find that I have covered most of the points you have in mind bringing up — if not, I will be glad to answer your questions. But it will save my time and yours if you will first let me tell it my way."

The grocery salesman realized that he had at last found a way to handle buyers who were constantly interrupting him with questions. He has since used the idea a number of times — and it works just as well in selling groceries as it does selling insurance. I am passing it along to you for what it may be worth.

## ONE WAY TO HANDLE THE PRICE QUESTION

A salesman for the Sealy Mattress Company has a plan for disposing of the greatest obstacle the very first thing in his sales talk, usually the matter of price. For example:

A recent deal involving upwards of fifty thousand dollars was put up to the buyer by laying the contract before him in the approach. The entire proposition was there before the buyer in black and white including price in bold figures.

"What's this? Fifty thousand dollars?" exclaimed the buyer as soon as he saw the figure. "Why, yes," answered the salesman. "Can't you handle it?" The buyer hesitated an instant, then said: "I suppose I could if I wanted to. But it wouldn't be worth while at that price."

The salesman then proceeded to sell him on the proposition. The price was disposed of. There was no leading up to a point where the price would be sprung. No constant fear that the buyer was going to break in and ask price. The salesman put the reverse English on ordinary selling tactics and having the contract on the desk, the desired signature was easily secured.

The same plan was used in an eastern sale, considered one of the largest ever put over in the industry. The buyer was very difficult to see. The sales-

man phoned but was informed that they were not interested. He replied:

"It really doesn't make any difference to me whether or not you are interested. Every place I go I hear about you. It's Mr. Waltham did this and Mr. Waltham said that. I've heard so much of you that I just want to get a look at you."

Waltham — whose real name is widely known — just laughed and said the salesman might come in for a couple of minutes. The salesman called and told the buyer that he heard of him in every large city he visited endeavoring to find someone big enough to put over a dozen carload mattress deal. He added that he had come to the conclusion that there was no one capable of doing it. The buyer wanted to know what the proposition was. The salesman sold him on the idea and left with the order.

## NO PLACE FOR THE "SOLOIST" IN THE MODERN SALES ORCHESTRA

A salesman was negotiating with one of the large houses here for a position. There had been several interviews. All that remained was to check up three references.

Two of the references were favorable. But the third pointed out that while he was a good salesman he seemed unable to work with others. In short, he was a "soloist."

Because of this shortcoming, the man did not get the job. The sales manager knew that a man who can't get along with others is sure to fail in the long run. Selling today calls for team players.

Look around. How many men of your acquaintance held important positions, but because they could not pull with others in the organization, have been replaced? How many men do you know today who are trying to pull the load alone, and are even now panting on the grade?

## PUDDLES AND ORDERS

The other day some of the men in the office played a game of golf on a course that was pitted with puddles of water.

After a few holes the puddles began to get on the nerves of one of the players. Every time he drove or pitched he seemed to land in the water. He went to pieces completely. The mental hazard was too much for him.

Now, ordinarily, this man played a fairly good game, but somehow he got it into his head that every time he hit the ball he drove into a puddle, and the first thing he knew he was doing it regularly. The other players drove over the puddles, but he drove into them.

There are mental hazards in business as well as in golf. If we think about them long enough and hard

enough we will find ourselves licked, just as those water puddles licked my friend.

This is particularly true of that great mental hazard — the summer lull. In every selling foursome you will find a player whose game has gone to pieces because he has convinced himself that summer is a poor time to see people. The mental hazard has "got" him.

## HITTING THE HARD-HIT TERRITORY A LITTLE HARDER

In an effort to determine the comparative buying activity of various localities, The Dartnell Corporation, of Chicago, once analyzed the records of salesmen in nearly one hundred and fifty sales organizations.

Some strange facts were uncovered. A food product man making the upper Missouri territory declared that business was absolutely dead. A muslin underwear salesman felt the same way about the Dakotas.

Yet investigation showed that a salesman for Federal Miniature Lamp Company was piling up the biggest record in the history of his company in Nebraska, Iowa, Idaho, Utah and Colorado. In the Dakotas, a knit-goods salesman had doubled his sales during the summer months through his plan of educating merchants to selling sweaters in the summer as well as winter. He started the plan by taking a dealer to the

circus on a warm day and pointing out the hundreds of sweaters in the audience. The next day the merchant put in a window display of sweaters and sold his whole stock.

In considering the southern states, it was found that a New Orleans salesman and a Houston salesman for the N. C. R. Company averaged 122 per cent and 120 per cent of their quotas during the summer months, winning silver cups offered by the company. A Burroughs salesman in the Joplin, Missouri, territory, was showing sales increases by selling banks on putting adding machines in the lobby for use of depositors. One of the Florida salesmen for Royal typewriters had been leading the entire country in sales, not for a month — but for six months.

The same was true in every section of the country. A hustling New York salesman won a five-hundred-dollar prize as leader of the sales force in the contest of The Addressograph Company. In San Francisco a new salesman — too "green" to know it couldn't be done — is breaking records for an envelope company.

In every territory reported as being in particularly bad shape, some salesman can be found who is getting a record-breaking business. Salesmen in all lines who are leading their organizations are scattered all over the continent, proving there is no favored section where business is better than right in your own territory. This investigation shows conclusively that business is good everywhere for the salesman who goes after it the hardest.

## INTERCHANGEABLE SELLING TALKS

The purchasing agent for one of our big factories dropped a remark the other day that I think is worth passing on to you — it is something that hits many of us.

He was speaking of the tendency of salesmen in competitive lines to sing the praises of what they were selling to the same tune. He said that during the last week three belting salesmen told him that their belting was "the best on the market."

In contrast with this, another belting salesman told him that "quality runs through our belting like a vein of gold" — and the expression had cut far deeper than the salesman realized — at any rate, the buyer was sufficiently impressed with the quality of that salesman's belting to find out what that quality was.

Even the best of us are apt to forget the importance of putting a "kick" in what we say. It is not enough to merely make a lot of statements. To register, these statements must be stripped of useless verbiage — and made short and pointed so that they penetrate and stick.

In the last analysis it isn't the number of points you can cite about what you sell that counts, but your ability to forcibly drive home to the buyer the one big reason why he should buy from you instead of from someone else. Avoid stock expressions which are on every salesman's lips. Use words that have a keen cutting edge and cleave their way into the brain.

## METHOD OF GETTING QUICK ACTION OF "SMALL BUYERS"

A salesman selling check-protecting devices to New York retailers, bankers, etc., has found that he increases sales in the long run by giving special attention to small buyers. He uses a plan that successfully secures quick action on small orders. To illustrate, in a recent interview the buyer said: "I don't want one of those machines — it costs too much and besides my business is too small to have trouble with check raisers."

"Mr. Smith," the salesman said, " if you went on an ocean trip and the steward handed you a defective life preserver, saying: 'We save our best life preservers for men like Mr. Eastman, who just came aboard. Mr. Eastman is a very wealthy man and very prominent in business. Of course, it isn't necessary for a small business man like you to have good protection.' Mr. Smith, I ask you frankly, how would you like to be treated like that?" Without answering the salesman's question, he asked the price and bought at once.

A similar plan is used with great success by J. L. Gause, a Boston insurance agent. Only recently he approached a prospective buyer by saying: "Mr. Werk, I came to see you with reference to arranging for some money to come into the Werk family on June 10, 1946."

"Why 1946?" the prospect inquired. The salesman said: "That's twenty-five years ahead, and what is

June 10th?" "Oh!" said the prospect, "that's my wedding anniversary." "Correct," said the salesman. "You probably would give your wife some glass or some silver, but I want you to give her a real twenty-fifth anniversary present. I want you to arrange to have a ten-thousand-dollar endowment maturing then, so you and your wife can take a trip around the world."

## SCRAPBOOKS AND SALES

Do you keep a scrapbook? Jason Rogers, one time publisher of the New York "Globe" and one of the forward-thinking minds in the advertising business, contends that any salesman who keeps a scrapbook will close many orders that would otherwise go to his competitors.

Mr. Rogers made his first success selling advertising. In those days nobody took advertising very seriously. People thought of it in terms of Barnum and Bailey circus posters, patent medicine ads and fake fire sales. There was no such thing as a truthful circulation statement — the best liar always had the biggest circulation.

Instead of being caught in the sinister drift of the customs of the business and playing the game as it was played all around him, Mr. Rogers decided to sell advertising on a business basis, just as the selling of any other commodity was on a business basis. And his first move was to start a scrapbook.

"I did not want to put my selling on a personal basis," said Mr. Rogers in a success talk before the Northwestern University class in journalism. "If you do that the first man who comes along with a more likable personality than you have is pretty sure to get your business away. I wanted to build on a solid foundation. And I succeeded as an advertising salesman, not because people liked my face but because I kept scrapbooks of good advertising ideas."

Mr. Rogers' early success as a salesman, as well as his later success as publisher of a great metropolitan newspaper, can be directly traced to one thing — ideas. The Audit Bureau of Circulations, the movement to advertise advertising, the flat rate for newspaper advertising, the abolishment of secret devices for cutting rates — these are all Mr. Rogers' ideas. But they were more than ideas in his mind — they were ideas which his tireless energy saw completed.

As salesmen, we must get it firmly fixed in our minds that the measure of our success depends most materially on the ideas we put into our sales work. The time has passed when we can just sell the same thing that the other fellow is selling. We must stop selling materials, and sell ideas about the materials. And the best plan of all for stimulating ideas is to keep a scrapbook. In this way you have access to the best ideas affecting your line. Merely glancing over the pages of such a book will start a flow of ideas that will do for you what ideas have done for nearly every man who stands out above the crowd.

## DON'T ENVY THE OTHER FELLOW — ALL HE HAS IS TWENTY-FOUR HOURS A DAY

You often hear a salesman, in commenting upon another's success, say: "If I only had his chance."

And he honestly thinks that the other salesman succeeded because he had some mysterious opportunity thrust upon him. But let us see:

These two men each had twenty-four hours a day to work in — twenty-four hours of equal chance.

Each made about the same number of calls a day. Each of these calls was an equal chance for both men to make a sale, or properly sell his proposition and his house.

Each of them was calling on people who spoke the same language, who were moved by the same motives, who adhered to the same standards of living, who had the same desires.

Each of them had seven opportunities a week to send in his reports to the office showing his knowledge of the problems of the business and his ability to intelligently manage himself and his territory.

Each of them had the same opportunity of meeting people and of making friends; each had a product to sell that people wanted; each had the same opportunity to improve his knowledge of the product and to correct his weaknesses.

Each of them had the same chance to profit by his mistakes.

The only difference was that in one instance the man who forged ahead improved his chances, whereas the one who stood still spent his for a good time.

## DISARMING THE BUYER WHO NURSES A GROUCH

"I wouldn't buy another dollar's worth of goods from your company if you were the last concern on earth. Ten years ago, when we bought those ledgers from you over there, we decided we were through with you people."

This is an assault directed at an office equipment salesman by the name of Sax.

"I am ashamed," said the salesman, "for not having discovered previously that you hold a grudge against the company. It is no use for us to go back ten years and discuss old grievances, so we will take it for granted that you had good reasons for your hard feelings.

"Now, I have a proposition to make to you. I will not ask that you buy from us, but to make up for the bad service you hold against us, with your permission, I will check up on the kind of equipment you need, discuss your bookkeeping problems with your bookkeepers and you, then you can have the results of my labor absolutely without charge and buy your equipment where you choose. I offer this solely in an attempt to offset your bad impression of the company,

and to give you an example of the service we men are trained to render. Isn't that fair?"

The buyer granted permission to go as far as the salesman liked, although holding that he would not buy from them. So a careful study of the buyer's problems was made and a report submitted in written form. The salesman's survey gave the buyer an entirely different conception of the company's policies.

## HOW ONE SALESMAN CLOSES LARGE ORDERS ON FIRST INTERVIEWS

Howard A. Cory, a topnotch Louden Machinery Company salesman who is known for his ability to go out with other salesmen on orders running into the thousands and close the sale, once made a sale in Cleveland that is interesting.

The prospective buyer, whose hobby was a scientifically developed farm east of Cleveland, was exceptionally well informed on modern farming methods and equipment. He was often consulted as an authority on the subject.

Cory phoned the buyer that he wanted to see him about barn equipment and was invited to come directly to the farm. The architect, handling the actual building contract, was there with the buyer when Cory arrived.

The salesman was no sooner seated than the buyer began to ask him questions. It was plain to see that

this prospective purchaser intended to put the salesman through a test that would determine just what he knew about the problems of selecting the buyer's barn equipment.

One question after another was fired at the visitor. "How wide should be the foundation?" "What distance should the eaves extend?" "What base should be used for the watering arrangement?" "What is the comparative effect of equipment on various classes of stock?" For two hours the questioning continued.

Then the test began to slacken and Cory was told that he would get the order because it was felt that he would make satisfactory recommendations for the big equipment needed.

## CRANKING WON'T START A CAR IF THE SPARK IS ABSENT

An experienced driver knows that if a car does not start after turning it over a few times there must be something wrong, and he gets busy at once and begins to check up. He doesn't run his battery down.

Neither will an experienced salesman burn up his energy and ruin his morale in a frantic effort to get business after a series of discouragements.

When you have gone several days without an order, check up on yourself to see what is the matter with your methods. You will probably find any one of these things to be wrong:

You may have lost your enthusiasm, in which case make a few calls on known boosters and let them resell you. Your appeal to the buying motive may not be strong enough, in which case you need new evidence of profit and gain to weave into your selling talk.

You may be weakening your appeal by scattering your fire — in other words, you may not have found the one big dominant reason why men buy what you are selling; or, having found it, you may not emphasize it effectively in your sales talk.

It may not be any of these things. It may be something else. But whatever it is, find it by a process of elimination, just as you locate the trouble in your car. You can't hit on six cylinders if your spark plugs are loose, or your tank empty.

## HOUSE'S INSTRUCTIONS USED TO INCREASE SALES

Wall Street is telling a story of shrewd salesmanship by Frank Robertson, attorney-general of Mississippi, in disposing of one million dollars in state bonds. A conference was held and to Robertson fell the task of selling the bonds.

The issue, which was for a tuberculosis sanitarium, was offered at par with 5½ per cent interest. Bankers turned him down flat saying that the terms were too low. Robertson could easily have reported that

the thing to do was to wait until conditions were such that the bankers would accept the issue. But he found a way. He created a market by developing a plan whereby he could convince life insurance companies that it would be good business for them to invest because the bonds would help them prolong the lives of policyholders. The plan was effective and he sold the entire issue.

In the same way, when the house passes a particular responsibility to the salesman, it is expected that he will produce results — not reports as to why it can't be done.

## WHY SALESMEN ARE EMPLOYED INSTEAD OF PRICE LISTS

The other day one of the large soap companies raised its prices for the fourth time in two years. The raise was fully justified by raw material advances, but the usual howl went up.

One salesman got so excited that he wrote a long letter to the president of the company. He said that the policy of raising prices without notice was going to ruin the business. He wanted time so he could "protect" his customers.

The president was a man of few words. He took the salesman's letter and wrote across the bottom:

"Are you the representative of this house or the purchasing agent for your customers?"

The salesman got the point. It dawned on him that the reason his house employed salesmen instead of price lists was for just such occasions. It had never occurred to him that when he "protected" a customer at the expense of the house he was acting against his own interests.

And this salesman is not alone. Even in this organization there are men who have yet to realize that their own personal interests and the interests of the business are one and the same.

## AN IDEA THAT INCREASED ONE MAN'S SALES 50 PER CENT

A $3,850 order was closed a while back by a conveyor salesman covering Texas, nicknamed by fellow salesmen at a recent convention "Sketch" Stephens because of a favorite selling idea to which he attributes much of his success in closing this and many other orders.

His plan is to carry a large sketching pencil which he pulls out as soon as he begins talking with the buyer, making crude pictures and lines as he talks to illustrate his points. For instance, in closing the order mentioned, he drew, on a piece of paper paths showing how four men had to walk around machinery during the day under the old arrangement. When pictured in this manner and the number of yards and

miles visualized, crude as it was, the picture drove the point home.

An overall salesman recently increased his earnings over 50 per cent with a little constructive planning. Not being able to get a branch office in his territory, he sold a jobber on carrying a good stock, with the understanding that he would personally give the jobber's salesmen a free course in selling the line by accompanying them for several days on their trips.

It was a new venture for the salesman and his house. The result was a very large order from this jobber and the opening of an account of a size never considered possible previously. With what amounted to an entire organization working for him, as well as numerous others which he is developing into real accounts, he will soon double his earnings while his competitors are still believing that it can't be done. An idea injected into his work did it. True, not a new idea — but an idea just the same.

## HOW ONE SALESMAN TIED UP WITH THE "SELL NOW" MOVEMENT

Word comes from New York that the "Sell Now" movement is making great strides. The newspapers are giving liberal space to the work, and even the great metropolitan dailies and the magazines of millions of circulation are urging their readers to "Sell Now."

What are you doing to tie up to this movement? To bring home to you the possibilities in the idea we learned the other day of an enterprising salesman for the Sealy Mattress Company, who was bitten by the "Sell Now" bug and wanted to see if the idea was any good.

So he went to a live-wire dealer in Houston, Texas, who, several weeks back, had startled the factory by selling two hundred mattresses in two days, as a result of clever advertising.

The Sealy salesman said to this dealer: "If a six-inch, double-column ad will sell 215 mattresses, I am sure that if you used six or seven times that much advertising that you would sell 1,500 mattresses."

The dealer was paralyzed at the idea. The salesman pointed out that the advertising could be stopped if it did not pay and that he would even go so far as to send him five carloads of mattresses so that he could make a sensational display with them. And to make a long story short, the merchant finally agreed to let the goods come along and to do the advertising.

Bear in mind that this was in a locality where business is supposed to be especially slow. Other mattress salesmen had made Houston and written back that there was absolutely no business to be had at any price. But the Sealy salesman knew that the people had money and that they would spend it if satisfied that the value was there.

And that is just what happened. The advertising called for great page advertisements every other day

for a week to tell about these mattresses at usual rock-bottom prices. At first the buyers came slowly. Then the news began to spread over back-yard fences. The crowds grew. Finally the crowds themselves attracted buyers. By the end of the week, a total of over 1,300 mattresses had been sold in a city that was in the business doldrums!

## IF EVERY WORD YOU USED COST TEN DOLLARS

Claude Hopkins, one of the foremost writers of advertising in the country, advises the man about to prepare an advertisement to always keep in mind that it may cost $10 a word to insert the advertisement.

"Platitudes and generalities," he says, "roll off the human understanding like water from a duck. They leave no impression whatever. 'Lowest prices in existence' is set down by the buyer as loose exaggeration — causing the reader to discount every other statement you make.

"A mail-order advertiser used that expression for years. His rivals all copied it. Then he guaranteed to undersell any other dealer. His rivals copied that. Soon loose claims became common to every advertiser in his line, and they lost their meaning.

"Then he changed his statement to 'Our net profit is three per cent.' That was a definite statement and it proved very impressive. No one could be expected

to do business for less than three per cent. The next year this advertiser's business made a sensational increase. A change in phrasing did it."

As a salesman, every word you say to a buyer costs your house a certain amount of money. It may not be $10, which Hopkins figures is the average cost per word in a magazine advertising campaign, but it is enough. Are you sure that you are choosing words that will ring the bell, or just roll off the buyer's back?

## PUTTING "REMOTE" SELLING ARGUMENTS TO WORK

A $4,400 order was recently taken in face of a $2,600 differential in price, as a result of a Vitrolite salesman's plan of arranging a "setting" around one of his more remote selling points.

The salesman's aim was to clinch the contract for the construction of toilet rooms in a school, by appealing to the buyer's responsibilities of protecting the children's morals as much as their health. He first placed ink on the material and wiped it off to show that the material was nonabsorbent. Then he demonstrated that a child with corrupt tendencies could not write on the product with pencil and corrupt morals of other children.

This was an unusual method of presenting quality. His case was clinched by showing that the pure whiteness of the product suggested purity and cleanliness.

The order was secured largely on the fact that the product could not be written upon, apparently a remote selling point but extremely important when "staged" in the right manner.

The "reverse course" is also taken by a successful salesman with the Jackson Corset Company. While his competitors all call upon the trade with a complete line of samples, this salesman does exactly opposite. He carries a few swatches, corset boning and photographs to show quality. While selling his line in this manner, he determines exactly what the retailer should put in stock, brings in his samples, and proceeds to sell only what he knows the merchant should have, getting an order for a larger quantity of goods in a fewer number of styles.

With this plan, the salesman has brought an unproductive territory from twenty-eighth place to eighth, demonstrating what can be accomplished by the salesman who gets a plan that is slightly removed from the ordinary.

## PLANS OF APPROACH THAT ARE MAKING SALES

Salesman Shaw, a topnotch soap salesman with The Electric Smelting & Aluminum Co., reports great success with a method for approaching buyers which he recently tested in Dayton, Ohio.

Immediately upon greeting the buyer, he produces a one-hundred-dollar bill. "I will give you or any

laundryman in the city this bill if you will give me a good reason why Soapalite cannot be used to advantage by your plants," he says. "I just arrived in Dayton after having seen the success of this product elsewhere and I am here to see that you are given the advantages it offers."

His confidence in the product is thoroughly impressed upon the buyer by the one-hundred-dollar bill idea. The stunt serves to carry Shaw a long way toward the order right at the beginning.

W. W. Wood used to get the usual objection, "We don't have many calls for sliced meats and couldn't use a high-priced slicing machine." It was ordinarily a sticker. However, Wood's plan is to say to this type of buyer: "By the way, have you any mail for me?" The buyer looks surprised and says: "Why, no." Then Wood replies:

"But if you had a substation, you might have some mail for me, might you not? Now then, nobody asks you for any mail because they go to the post office for it. They don't ask you for sliced meats now because they know you have no machine. Install this product and people will get the habit of coming to your store to get their meats, and other things as well, just as people go to the post office to get their mail."

A salesman calling on hardware stores, unwraps an annealed lamp chimney while greeting the buyer, tossing it on the counter. The buyer is startled at the thought of crashing glass. But the lamp chimney remains intact. The demonstration invariably leads to

an order. E. C. Livingston, who is the first salesman to make his year's quota selling National cash registers, attributes his success to his plan of searching the house's advertising and general sales instructions to get ideas that will help him in his approaches.

## THE THING THAT MADE YOUR BUSINESS BIG

One of the highest paid advertising men in the country said the other day that successful advertising was simply finding out why present customers bought, and then telling as many prospective customers about it as possible.

It seems ridiculously obvious — yet it is a fact that nine out of ten of us neglect just such obvious things in sales work. Then someone without nearly as much experience, and not half as able as we are, comes along and does them.

There is a salesman in one big organization who is leading the force this year. He is a new man, with very little sales experience. When he took on the new work the first thing he did was to make a canvass of the old accounts in his territory which had been on the books for years.

He found out that the reasons these accounts had stayed on the books were because of three policies followed by his house exclusively. It was plain to him that the reason his house was big and successful

was because of these policies. So he capitalized them in his sales talk — and the inevitable followed.

Now, the other salesmen knew about these policies just as well as he did — but to them they had become an old story. Because they knew that this was so, they made the fatal mistake of supposing that everyone else did.

## THE BUYER WHO WANTS TO WAIT FOR PRICES TO COME DOWN

One salesman, for instance, persuaded a certain retail merchant to place a four-thousand-dollar order to fill up a much-depleted stock. The buyer had been delaying the purchase for some time, offering the usual bewildering arguments which salesmen in all lines are getting today. In inducing the merchant to place the order, the salesman said:

"Mr. Jones, I want to tell you about a plan with which you can get two jumps ahead of everyone who is getting business you would like. Marshall Field is a merchant who spent thousands of dollars endeavoring to get women to understand that his store offered bigger selections, greater variety, more complete lines and made shopping easy. He spent great sums for merchandise he knew would not be profitable just to get across the idea that his stock was complete and that he was a leading merchant. He paid dearly for this reputation.

"Right now when stocks are depleted and other merchants are delaying purchases is the best time for you to build up the reputation of having the most complete line without spending tremendous sums as Marshall Field did. By taking advantage of conditions, it is your opportunity to accomplish in your business what Marshall Field did in his. He had to spend thousands — you have but to keep your stock complete."

Another plan, being used successfully by a furnace salesman, consists in handling the buyer who wants to delay, like this: "No one knows whether prices are going lower or not. But what if they do drop a little! In waiting for a drop we are spending something more valuable than the little money that might be saved. We are spending time — the years of our life. You may lose a little money and regain it, but lost time never comes back.

## WHAT HAPPENED WHEN A SALESWOMAN MARRIED

For many years a large Eastern underwear house selling a nationally advertised brand was represented in the Middle West by a woman.

She was a woman of most engaging personality with a wonderful faculty for making and holding friends. Her customers thought the world of her,

and to all outward appearances she was highly successful with the line — at any rate, the house was well satisfied with the business she turned in.

Seven months ago this woman married. Her territory was taken over by a man. The man has sold more in the last seven months than the woman sold in two years preceding — and to the same accounts!

"I never knew a sales person," said this salesman, "who was more highly thought of by her trade than Miss Smith. Everyone has a good word to say for her. Many of her customers regard her as their dearest friend.

"But the very fact that she was on such friendly terms with her trade is, in my opinion, the reason she was only getting a small share of the business. When a buyer told her in all sincerity that she was getting 'all' her business, Miss Smith took her at her word. Why shouldn't she? Weren't they the best of friends?

"I am not handicapped by knowing the buyers so well. I make it my business to sell them not only 'what is on the hook' but a good deal more besides. I find that no matter how well you know a buyer, she has to be sold just the same as you would sell a stranger.

"Of course, it is helpful to be well liked by your trade, but my experience in the last seven months has convinced me that there is such a thing as being too friendly with the people you are supposed to do business with."

## CREATING MORE MONEY TO BUY WHAT YOU HAVE TO SELL

Every one of us is hoping and praying for business to pick up. We are all heartily sick of this talk about buyers having no money to spend for the thing we are selling. But hoping isn't going to put business back on its feet any more than wishing will take the place of real salesmanship.

If you want business to be better in your line, you can help make it better by helping the man whom you sell, to dispose of what you have sold him. Now don't say to yourself: "That's fine for the other fellow but my business is different," because it is not. It is just as feasible for a salesman selling advertising to help his customers sell it as a salesman selling grocery staples. The method of procedure is different but the results are the same — more money to spend for what you have to sell.

A wholesale hardware salesman shipped a customer one hundred bench emery wheels by mistake. The dealer had only ordered ten. When the truck backed up to his store with a hundred, he nearly had a hemorrhage. What he didn't tell that salesman when he was finally able to get him on the phone was not worth mentioning. But the salesman was a real salesman and not an order taker. He got the dealer to hold the emery wheels until he came around.

In the meantime he planned a scheme for selling the emery wheels for his customer. He got the dealer

to offer a wheel free with every order for barn paint over a certain amount. The farmer did not have to buy and pay for the paint then to get the emery wheel, but merely had to sign an order for future delivery.

When the word was flashed over the country about the free emery wheels, farmers from all over came to place their future order for paint. Every farmer always intends to paint his house or barn some time, but never seems to be able to get time. This plan forced him to make the time. As a result of the plan the order for one hundred emery wheels was increased to over three hundred before the campaign was over.

## THE MAN WHO HELD TO HIS COURSE

There is in Chicago a certain concern that uses a great many locks. It is rated "AAA." Yet, strange as it may seem, it is very seldom that a lock salesman ever calls upon this company.

The salesmen for the different lock manufacturers had decided among themselves that it was a waste of time to call on this concern because for the past fifteen years it had given all its lock business to an Eastern manufacturer.

There was one salesman, however, who had vision. He represented a Rockford lock company. He knew there was no such thing as having an account "sewed up"; that sooner or later something would happen

to jar the account loose, and the very fact that the Eastern manufacturer thought he had the account cinched would in itself eventually lead to his losing it.

So he kept on calling. For six long years he called, receiving no encouragement whatever from the prospect and making himself a butt for the wits at The Hardware Club. But the joke was on them last week when he landed the account, to their chagrin and envy, simply because he had held to his course.

Selling has much in common with sailing. To arrive you must first know where you want to go, and then you must have the tenacity and courage to hold to your course in spite of storms and discouragements. If you will just stay on the course long enough you are sure to arrive.

## PUTTING DORMANT SALES IDEAS TO WORK

Men who stood out as selling giants last year are barely getting by this year, while in the same organization men who were considered tail-enders last year are heading the list, and selling circles around the others.

A good illustration of this situation is found in the experience of the Curtis Corporation, importers and packers of table delicacies. Not so far back a salesman by the name of Ely, working out of the Omaha office, made the Curtis sales force look to their laurels.

Yet it was only a few short years ago that this same chap was considered just an ordinary salesman. He had done his work well — but he was still obscure.

One day Ely sold a certain Omaha jobber a trial order of pimentos in glass along with a good-sized bill. His next call was made with the division manager, and much to their surprise the jobber became very enthusiastic about the pimentos in glass. He talked for half an hour about what a good seller it was, how his salesmen warmed up to the article and why he was going to give them a much bigger order this time.

The next call was on another jobber who was doubtful about pimentos in glass. The arguments which the first jobber had given the salesman just a few hours before would have put the sale over in a hurry, but Ely was like most all of us. He had a headful of prime selling arguments but it never occurred to him to put them to work. And he did not realize that the reasons why one customer buys are the best reasons to present to another.

After he left the jobber, his division manager took him to task for having permitted what the first jobber told him to go over his head. He pointed out that if he had used the arguments which the first jobber had given him on the second jobber it would have been a walk-away. Ely saw his mistake. From that time on he kept pounding away with the arguments in question, and his rise to the top of the sales organization was steady and rapid.

## WHEN ONE DOLLAR BECOMES TEN

Suppose that you were a sales manager in charge of ten men.

Suppose, further, that it was necessary for you to reduce your force by one man. You have carefully gone over the records of each man and decided that the man to get the pink slip must be either Bill Smith or Jim Jones.

But you are in a quandary as to which of the two men to lay off. Smith's record shows that his sales volume is $400 a week more than Jones'. On the other hand, Jones operates himself for $50 a week less than Smith.

Your first impulse would be to keep Smith because he sells the most. But if you consider the two men from the standpoint of dividend-making qualifications, Jones would stay on the pay roll and Smith would come off.

As salesmen we sometimes forget that a dollar saved is equivalent to $10 in sales, even in a business where the net profit is ten per cent. It equals $20 where the net profit is five per cent and $40 in the packing business and other low-profit enterprises.

Times are good today. Business comes easily and treasurers are not super-critical of expense accounts. But the time is coming when these figures are going to be translated into percentages and used as a yardstick to measure the value of men. When that time comes, how will your record compare?

## HANDLING THE BUYER WHO "DOES NOT NEED ANY"

In speaking of a new selling method which he has successfully adapted, D. F. Wallace, a topnotcher in creating new business, A. H. Barber Creamery Supply Company, Chicago, says:

"People do not mean what they say these days. As I call upon the trade, they meet me nicely, say they are glad to see me and before I have time to explain why I came, they say there isn't a thing they will need for some time." This salesman's plan is illustrated in the manner in which he handled two buyers of this kind in Terre Haute.

"In meeting this situation, I said: 'Fine! I am glad you are well supplied. By the way, last night we were served some good butter at the —— Hotel.' The Terre Haute buyer remarked they furnished the butter. This led the conversation to my looking at the machine which handled the work. I found it needed some repairs and he asked that I make up a list of parts needed. The matter ended in the sale of a new ninety-dollar machine, with a good chance of selling him a big pasteurizer next trip."

The second buyer met the salesman about the same way but added he didn't have time to talk. The salesman made the buyer feel he was glad the good business kept things humming so fast. He explained that he would just look over the splendid plant and, as he had been told to come down there especially to see the

buyer about a certain outfit, he would wait. While the salesman was taking measurements the buyer fell into conversation with the result that a $487.50 order was booked.

There is nothing particularly original about this plan. It is not dissimilar to the Beaver Board salesman's plan of taking a record of the dealer's stock, instead of passing the matter up when the buyer says, "Stocked up." Or the plan of a Monroe Calculating Machine salesman who discusses bookkeeping methods in the face of the common objection, "We have no need for it." The idea is old.

But it isn't always the brand-new idea that is the most effective. The revamped, forgotten one may be best.

## CASHING IN ON THE VACATION SEASON

The old superstition that it is more difficult to do business in summer than in the cooler seasons was given a body blow by a New York salesman who closed a $39,000 sale in July.

The reason this salesman had not been able to close this sale before was that he had allowed himself to be stymied by a subordinate, to whom he had been referred by the man who really had the final say, and who alone could sign the order.

The salesman had let the situation become such that he was afraid to hurt the subordinate's feelings by

going over his head, for the proposition was such that the subordinate could kill it quite as easily if he deliberately set out to do so.

By March the proceedings reached a point where the salesman realized that he was heading up a blind alley, and that if he wanted the order he would have to find some provocation to get an interview again with the man higher up.

He also realized that the interview must be planned so that the subordinate would not be offended, and so that the principal would be given no opportunity to refer the matter back to his subordinate.

Early in July the salesman learned that the subordinate was going to Canada on a three weeks' fishing trip. This gave him the opportunity for which he was looking. Using an increase in labor costs as an excuse, the salesman got his interview with the man higher up, and the rest was comparatively easy.

So you see the vacation season is what you make it — for some salesmen it is going to be an opportunity. For others an alibi. But one thing is evident — there is always business for the man who goes after it and uses his head.

## HOW ONE SALESMAN BECAME A TOPNOTCHER

A Racine Rubber Company salesman, a topnotcher in this organization, also using the study plan, says:

"I have studied the Racine tire proposition like a lawyer would study a million-dollar case. I never call on a prospective buyer without having something definite to present that fits his particular problem." It takes a lot of study to be able to do this, but that is what makes this salesman a topnotcher.

Many salesmen who pride themselves on being successful and are satisfied with that attainment, could easily add another 25 per cent to their earning power by a little extra, acquired knowledge. Frequently a hobby will accomplish the desired result.

For example, one salesman likes clay-modeling work. While he is talking with a buyer, he gets undivided attention by pulling a piece of clay out of his pocket and making tiny models to illustrate what he is talking about. A salesman of small electric motors used on vacuum cleaners, office devices, etc., always studies the business of a prospect before endeavoring to sell him motors. In this way he has at his finger tips the experiences of hundreds of concerns which have made tests of all types of motors.

In the morning, on the train, in the evening — some time, we all have opportunity to not only study our own business, but to broaden our general knowledge and cash in on others' experience. Study along any line will help us turn latent ability into a profitable direction. A Mazda Lamp salesman studied accountancy and as a result he was made manager of an important branch.

## THE MAN WHO QUIT TO AVOID BEING FIRED

Two years ago the star salesman for a Twin City flour mills got married. There was a long article in the house magazine about the wedding, and everyone felt sure that a home and a wife were the two things needed to bring out the best in him.

A few weeks back this same salesman handed in his resignation. For five consecutive months he had fallen below the "dead" line in his billing. He knew that another off month would finish him, and he wanted to save the stain of being "fired."

To the casual observer it was just a case of another salesman who had lost his grip. But to the few who knew something of this salesman's home life, it was the failure of a man who let his tongue run wild at the dinner table.

To impress his wife he magnified his successes, and minimized his failures. To hear him tell it he was the very lifeblood of the business — the central pivot on which the whole sales department revolved.

He soon convinced his wife that he was a super-salesman, and when he complained about lack of appreciation at the office, she was quick to sympathize with him, and quick to urge him not to "stand for it." She did not know that he had been holding out on her.

In time this atmosphere of dissatisfaction which the salesman had unconsciously built up in his home began to affect his own attitude toward his work. Petty

grievances which in former years would have passed unnoticed, became mountains in his eyes. He became grumpy, pessimistic and sour. In eighteen months he was out on the scrap pile.

Take a page from this salesman's book of experience — when you are painting pictures at home, put in a lot of rosy hues.

## WHEN A SALESMAN KEEPS ON KEEPING ON

In analyzing its office overhead for last year, one of the big Chicago wholesale houses was amazed to find that the overhead in the bookkeeping department had increased 50 per cent, in the face of a 30 per cent decrease in sales.

The general manager hit the ceiling. He pressed button No. 999. "See here," he said to the flustered office manager, "why don't you cut down this overhead? It is higher than it was when we were doing almost twice the business."

"I'll admit it is high," said the office manager, "but do you realize that during 1929 we handled three times as many charges as we did during 1928? Where a salesman used to turn in two orders amounting to $500, he now turns in six amounting to $350."

Business depends more than ever on small orders. This means that unless you plan your work so as to get the small with the big, your record is going to get bumped this year.

The New York "Times," some time back, printed a story about a young salesman who started as a greenhorn after the war, and who led one of the great sales organizations of the country for years. The article didn't say so, but this salesman was able to outdistance his teammates because he was caught by the tide of changing buying habits, and carried along with it.

"I used to be greatly discouraged," says this salesman, "when I made a lot of calls to secure so little business, whereas other salesmen made a few calls — sometimes only by telephone — and got so much business. At times I was on the verge of giving up, but I felt sure if I kept on making calls, and planting goodwill seeds, that sooner or later things would break for me. So I just kept on keeping on.

"And sure enough the turn did come. When the slump struck the other salesmen who had been getting all their business from a few customers, and who had neglected the rest, found themselves out of luck. On the other hand, the many points of contact I had built up stood me in good stead. I was astonished at the number of small orders I was able to pick up."

This salesman unwittingly placed his finger on one of the great success-building principles that underlie our work. We can "get by" for a while by confining our efforts to a small group of friendly customers. But if we expect to build for the future we must continually plant "good will" seeds even though no immediate return is evident.

## IF NAPOLEON BONAPARTE HELD YOUR JOB

If Napoleon were living today he would want to be a salesman. He would be attracted by the quick reward and the opportunities the work offers for generalship and initiative.

He would soon single himself out from the crowd, just as he did at Toulon, by doing things which the "Old Timers" said couldn't be done. Saturday would probably be his biggest day — because on that day his competitors would be off their guard.

He would succeed in a big way because he would plan his sales interviews, just as he planned his battles, the night before. One of his grenadiers said of him at Arcola: "He wins his battles by making us use our legs where we used to use our muskets."

If he had a certain man to sell, he would find out all he could about that man, just as he spent months studying the Alpine country before leading his army to Italy. He would know exactly what the buyer's problem was. He would have the battle won in his own mind, before he entered the prospect's office. Nothing would be left to happen chance.

After he had won success, he would probably let it slip from him by being over-ambitious. He would not be content to climb the ladder, one rung at a time, but would scheme to get there in one jump. And he would fail, just as every salesman fails who lets his ambition run away with his judgment.

## IT PAID JAKE WEINTZ TO GO BACK — IT GENERALLY DOES

One of the biggest accounts now on the books of the Faultless Caster Company was closed as a result of a salesman going back to correct an error he had made. At that time, J. F. Weintz, now vice president of Sales Management, Inc., was selling casters to manufacturers of furniture for that company. The first call made on this buyer was on Saturday. The buyer was not very receptive. There was much mail and Saturday was a short day.

Anyhow, Weintz placed his sample caster on the buyer's desk. The buyer fumbled with a letter, showing no inclination to stop his work. The salesman explained that he would be glad to hurry through his story because he wanted to get away quickly to catch the two o'clock train. The buyer looked out of the corner of his eye with a frown. "As far as I am concerned, you can go and catch your train right now," he snapped. "The interview is terminated right this minute!"

"Well," retorted the salesman, "it can't be terminated too soon to suit me." He picked up his sample case, turned on his heel and made for the door. He tried to slam the door as he went out, but there was a door check on it, so he just went away gritting his teeth.

Weintz was sorry a few minutes later. But it wouldn't do to go back now. A month or two after-

ward he went back. He walked into the store and bought some razor blades. While at the counter, he caught the buyer's eye, smiled and nodded. The buyer did not recognize him as he called a cheery "Good morning!" The next day Weintz repeated the buying stunt but drew the buyer into general conversation. Soon he showed the sample caster and the buyer said: "Oh! Are you with that company? Say, whatever became of that d—— obnoxious blankety blank who used to call here?" Weintz laughed off the question, saying that some salesmen are dense enough to make bad breaks.

Salesman and buyer became good friends. The much-valued order was finally forthcoming. The buyer walked to the door with Weintz as they were parting. Weintz's conscience bothered him. At the same door he once had tried to slam, the real truth of the situation was told. He handed the order back to the buyer. He didn't want it if obtained under false colors. However, the buyer insisted that he keep it and the whole affair ended in a very pleasing manner.

## ONE HOUR PLANNING FOR FIVE MINUTES SELLING

A point which received much emphasis at the last convention of salesmen for the National Cash Register Company was the greater need of what might be termed "making-him-want-it" salesmanship.

A particularly successful business getter from Los Angeles made the whole sales force think when he stated that his success was due to a policy he persistently followed since the slump overtook business — that is, putting in at least one whole hour in studying the prospect's business before he made any attempt to sell him a cash register. He further said that the average time which he spent in demonstrating last year was five minutes and the average time spent in studying the prospect's needs for the thing he sold was one hour and ten minutes.

Even though you are selling a product far removed from cash registers you can profit mightily by increasing the time you devote this year to studying the need a man has for the thing you are selling, and use that information to develop in him the want for it. In other words, give more time to creating the want than you give to filling the want. This is something you have heard many times before. It is old, old stuff, to be sure. You have heard the same thing many times. Yet it was a thought that met with great favor for just that very reason at the National Cash Register Company's convention of Hundred Point Salesmen.

Even the best salesmen in the business make the mistake of overemphasizing the product itself and underestimating the importance of creating in the buyer's mind the desire for it. This is because up until recently people have wanted things they do not want today. Two years ago everybody wanted an automobile. The sales problem was merely to fit your

particular automobile to their wants. It is different now. There are a great many people who have stopped wanting automobiles, because money has assumed new value. Before they will buy, the desire to buy must be reawakened.

## THE SALESMAN WHO WANTS TO BE "IT"

Among the business failures last month was a concern which ten years ago employed 9,000 salesmen-agents. Its advertisements, showing a cut of the president with the caption, "I will make you prosperous," appeared in every magazine.

Eight years ago the man who founded the business, and around whose personality the business had been built up, died. Today the enterprise lies out on the scrap heap, a ghastly warning to those who aspire to be the "whole thing" in business.

This is an age of corporations and organization. Buyers want to feel that the relations they are establishing will continue for many years to come. They don't want to do business with a concern which may be here today and gone tomorrow.

A salesman who thinks that he is "sewing up" an account by continually telling the buyer that he is doing business with him as an individual, rather than as a representative of a well-rounded organization,

is not only disloyal to his trust, but belittles himself in the eyes of the customer.

A buyer who is clever enough to stay in business these days is not so dumb that he can't see through the "Great I am" camouflage. "Ye gods, how he hates himself," is his mental comment after the salesman leaves. The wise salesman, like the wise business man, subordinates himself to the institution. He leaves the overworked perpendicular pronoun at home.

## INSURANCE SALESMAN USES "THIRD PARTY" PLAN

H. Everett Farnham, of the Connecticut Mutual Life Insurance Company, devised a unique plan to sell a twenty-five-thousand-dollar policy to the president of a small college in Missouri.

This salesman had stopped off at the college town many times knowing that the college president was a logical prospect. But the prospect was always too busy talking to the students, delivering a lecture to a class, or some other important work, so that he managed to avoid talking business.

The president made it a point to conduct chapel every morning. Farnham learned of this. One morning Farnham stepped aboard the train arriving at the college town just before chapel. It was necessary to return on a train leaving an hour later or stay in town all day. Instead of going straight to the college,

he went up to the home of a minister whose acquaintance he had developed.

On the basis of their friendship and the minister's high regard for the college president, the minister was persuaded to accompany Farnham down to the college. On the way to the president's office, Farnham arranged with the minister to meet the college professor as he came in to chapel and tell him that Farnham wanted to see the professor privately at the college office. It was further arranged that the minister would offer to conduct chapel that morning.

The plan worked perfectly. This conscientious college president who felt that every minute of his time belonged to the students, was cornered while chapel was in progress. In less than fifteen minutes and before chapel was out Farnham had the signed application.

Farnham might have kept calling upon the college president for another year without accomplishing any more toward getting the signed application than he had during the previous months. But he did a little thinking and managed to get the order by using his "third party" plan.

Of course, it is an old plan — you may have already noticed that nearly all the plans that work are old ones. The very fact that they are old and have stood the test of time makes them just that much more worth while. Let the other fellow do the experimenting.

## DO YOU RESPECT THE MAN YOU SEE IN THE MIRROR?

In his book, "The Man from Maine," Edward Bok tells how Cyrus Curtis, upon buying the Philadelphia "Ledger," dismissed its advertising manager, George F. Goldsmith.

Being a good advertising salesman, Goldsmith soon got a job with the Albert Frank Advertising Agency of New York, which places a great deal of financial advertising in the newspapers, including the "Ledger."

A friend said to Goldsmith: "Now is your chance to get back at the 'Ledger.' "

But Goldsmith replied: "No; I was married while I was on the 'Ledger'; my children were born while I was with it; my home was bought with my income from it — I couldn't go back on the 'Ledger' now." And he didn't.

Mr. Curtis heard of the incident. He investigated and found that he had been hasty in asking for Goldsmith's resignation. He went to New York and apologized. Today Goldsmith is treasurer of the paper.

It always pays to do the thing that will increase the respect that you have for yourself. The salesman who knocks his old employer; who pads his expense account and cheats in other ways is his own worst enemy. He is robbing himself of his most precious possession — his respect for the man he sees in the mirror.

## HOW A NEWSPAPER CLIPPING WAS TURNED INTO A $25,000 ORDER

The value of adapting ideas from the experience of others is emphasized by the remarkable sale made recently by a salesman for the Atlas Educational Film Co., to a well-known baking powder company of Chicago. The entire sales totaling twenty-five thousand dollars was made in approximately ten minutes. The idea behind the sale was the outgrowth of reading two paragraphs of a newspaper clipping.

The newspaper "filler" mentioned a baking contest which had been staged by some local movie theater as a little side stunt, evidently for advertising purposes. Prizes were offered and a great deal of interest was stirred up by the little contest. The connection between a baking contest for women and commercial moving pictures may seem remote. However, as most ideas are limited only by the ability of the salesman into whose hands they fall, the connection is really not so remote.

A conference was called the same day and the idea of a baking contest in movie theaters was given a national dress with the added stipulation that a specified brand of baking powder must be used. This is the nucleus of the idea that was presented to the Chicago baking powder concern.

The salesman knew that the only way to get a woman to buy baking powder other than the one she is using, is to cause her to have occasion to try another.

So it required only ten minutes to sell the company on this idea and on staging a twenty-five-thousand-dollar contest, with ranges, dish-washers, and other products as general prizes and an automobile as a prize to the winner among the winners.

The outstanding feature which made the plan successful was that he sold the twenty-five-thousand-dollar idea, although his share of this order amounted to only seventy-five hundred dollars. He was a big enough salesman to know that the best business comes from putting activity behind some idea which, in order to carry it out, will involve his product.

## THE MAN WHO WISHES HE WAS WHAT HE ISN'T

You know the type — he is the fellow you met in the Pullman compartment who was all excited about the dividends that the Ford Motor Company paid last year, and "wished" that he was Henry.

He is the fellow who reads about Babe Ruth's seventy-seventh "homer" and "wishes" he was Ruth. He hears about the president of his company taking a month's vacation in Florida, and "wishes" he was the president. He reads about the wonderful climate in Bermuda, and "wishes" he were there.

Or, if he is of a more practical turn of mind, he hears about some other salesman who corralled a lot of business down in Oklahoma and he wishes Okla-

homa was his territory — or he wishes he had a line that sold itself like that of some smoking car acquaintance. "Lucky dog," he thinks, "I wish I had his chance!"

Now, wishing you were somebody that you are not, and wishing you were some place where you can't be, is seemingly a harmless pastime. It doesn't cost anything to wish, and it is an interesting diversion. But this wishing habit grows on you, like the drug habit, the booze habit, or any other form of dissipation.

From wishing for the impossible you soon find yourself dissatisfied with everything you have, and wishing you had what you haven't. You probably have one of the best territories in the country, but the month Jim Jones, in the territory adjoining, outsells you, you find yourself "wishing" you had his territory. You wish you were the sales manager; you wish you had a job so that you wouldn't have to travel; you wish you were making more money; you wish you didn't have to work so hard; you wish for everything in sight.

Every man who has ever accomplished anything big has started out wishing for something — but he knew when to stop wishing and when to start doing. He didn't allow his wishing to make him dissatisfied and disgruntled. He just decided what his goal was going to be, and he took off his gloves, spit on his hands and went to it. He wished and made his wish come true. The other kind of salesman just wishes — and then calls it a day.

## TURNING THE BUYER'S "NO" INTO A "YES"

Last week one of the big office equipment concerns of Chicago put a young man to work as a house salesman. He had all the qualities of what we sometimes call "a born salesman," but he lacked one thing.

A day or so after a customer came into the office to buy a credit file — "one with an adding machine attached." The new salesman went over the models on the floor, explaining to him the points of each in great detail. The customer, however, decided that he would shop around a bit. (1) The salesman urged him to buy. The more the salesman urged the more decided the customer's "No" became. Finally he grew angry.

The sales manager of the concern, who had been watching out of the corner of his eye, intercepted the customer as he had his hand on the door. The sales manager explained that he had overheard the merchant telling about the system he used for keeping accounts in his store. He wondered if the merchant wouldn't tell him more about the system?

The customer was quick to respond (2) to the sales manager's expression of interest in the one thing that was closer to the merchant's heart than anything else — his business. So they pulled up a couple of easy chairs and for almost an hour the customer talked about his town, his store, and his way of doing business. (3) Not a word was said about credit files.

After the merchant had told all there was to tell about his system of account keeping, the sales manager had an assistant bring in some packages of merchandise. On these the sales manager put down a string of figures, supposedly an order of groceries. Then he added up the figures — wrong. He passed the package to the merchant and asked him if he had added them right. The merchant said "Yes."

"If that were a sale in your store," said the sales manager, "it would mean that you lost twenty-five cents profit on that one order. You say you fill two hundred orders a day. I'll bet you a hat that you are losing five dollars every day in your store." The merchant admitted he might be losing a little, but not five dollars. He agreed that probably $2.50 would be about right. The sales manager took the merchant's own figure, cut it in half and showed him (4) how he could buy the credit file, pay for it in a few months, and have enough money over at the end of two years to take a much-needed vacation.

There are four distinct suggestions in the above story (each numbered in its proper place) which you can profitably apply to your work. Can you make the connection?

Selling is like golf — you can generally improve your game by watching the club champion perform. In this case the salesman was far from being a champion, but even so you can use his mistakes to improve your own "game."

## YOU CAN DO ONLY WHAT YOU THINK YOU CAN DO

For almost a year a man in Milwaukee by the name of Kropf thought he couldn't walk. So he didn't try to walk. In time people came to talk about him as a cripple, and he thought he was a cripple.

Then Coue came to Chicago. He told Kropf that there was nothing the matter with him. He told him that he could walk if he wanted to. He told him this several times until Kropf believed it and stood up and walked.

Kropf wasn't a cripple at all — he only thought he was.

You and I are not unlike Kropf. We think we can't sell this or that man, and we don't sell him. We think we can't make such a large quota, and we don't make it. We think we can't double our sales this year, and we don't double them.

One of these days some other salesman is going into our territory. He won't be handicapped by any notions as to what he can't do. "Sure, I can sell that man," he will say, and he will sell him. The same with his quota — the same with everything. He will think success and succeed.

Take any salesman who is making big money; whose services are in demand; who is sent out to do things which other salesmen think cannot be done. What do you find? You find a man who has been cured of the "it can't be done" habit; who feels that

anything anyone else can do he can do, and all the king's horses and all the king's men couldn't convince him otherwise.

You don't have to be born differently to be that kind of salesman. All you have to do is to think differently.

## WHY 1,500 SALESMEN FAIL EVERY DAY DURING A SLUMP

It is estimated that the turnover of salesmen since the first of the year averages more than 1,500 a day. In other words, that many salesmen either lose their jobs or quit every day. This is more than three times the normal mortality rate!

A Dodge dealer in New York, operating twenty salesmen, states that only four of his men have been with him over six months. In the wholesale hardware field alone, it has been ascertained that 60 per cent of the salesmen now employed did not have their present positions at the close of the war. And so it goes. Your line is no exception.

Well can we pause and wonder what conditions make it necessary for business houses to discharge salesmen who have been with them for years, and who are personally liked by every official of the company, and in some cases are relatives of officials.

Why are men who finished former years with creditable records being given less exacting work or dis-

missed from the service altogether? Why is it that there are a hundred applicants for every position as a salesman, and only one out of ten is worthy?

You do not have to look far for the answer. It is nothing but plain, everyday fear. Most salesmen today are licked before they start out to sell a bill of goods. They are victims of that little imp, Fear, who sits on the edge of every salesman's mind, pleading, coaxing, and enticing him into doing the very thing that will lead to his downfall. He never loses an opportunity to plant poison in your thoughts. He is on the alert for every chance to snatch away the success you have won and cast you out on the junk pile.

You get up in the morning feeling fine. You fairly itch to get started. As you approach your customer, however, a persuasive voice whispers in your ear: "Never mind calling on this fellow now, you can see him some other time." Or, it may say to you: "Pass up this buyer for the man down in the next block. I don't think this fellow has the money."

You can tell the voice quite easily, for it always counsels hesitation, delay, inaction. And its counsel always leads to the same end — discouragement. You lose your smile. Your work becomes burdensome. The territory seems impossible. You feel like going back to the hotel and writing the house that the people in this city are not interested — that everybody is against you, and that there is no use trying to get any business. But don't fool yourself. Remember that great pilots are made in stormy waters.

## MAKING YOUR MISTAKES PAY A HANDSOME PROFIT

Dr. John A. Stevenson relates a plan for selling insurance which he gave to 241 new salesmen before they were placed in territories, enabling all but 13 to make a success of their work, while insurance authorities claimed that it was impossible to get more than 25 successful salesmen out of 241. The plan he imparted to those salesmen is the same one that helped Dr. Stevenson climb to his present position and it is of interest to all salesmen.

The first step in the plan is what Dr. Stevenson terms "task analysis." This is "old stuff" to most of us, but the part that needs explanation follows. He then asks two questions based on what he calls "frequency of use" and "error occurrences." To illustrate:

Considerable money was leaking out of the profits of a great department store through the errors of salespeople in figuring. Instead of instituting a school for teaching arithmetic, an expensive and elaborate undertaking, thirty thousand sales slips were analyzed ("task analysis"). It was discovered that most errors were in adding six and eight, subtracting nine from fifteen, or carrying over a figure in multiplying ("error occurrences"). Then they tabulated the arithmetic problems the clerks were called upon to solve with the most frequency ("frequency of use").

The clerks were then drilled on adding 6 and 8 until they shouted 14 in machine fashion. Over and over again they subtracted 9 from 15. They were drilled on all errors occurring most frequently.

"List the mistakes which come to your attention and the questions you are unable to answer," Stevenson advises salesmen. "Make another list of the things you have to do most frequently and improve your method of doing them. Complaints will be 'mistakes.' Then make a list of all the questions your buyers raise and which you cannot answer. Learn the answers and you will immediately improve your sales work."

## "ONCE-IN-A-WHILERS" VS. "DAY-IN-AND-DAY-OUT PROVIDERS"

A great sales manager, now at the head of one of the largest businesses of its kind in the world, divides salesmen into two classes — "daily providers" and "once-in-a-whilers."

The "once-in-a-whiler" often has a reputation for being a wonderful salesman. Business comes easily for him. His orders are spectacular. Glory is showered upon him. Yet, if the business were dependent upon his efforts it would probably fail.

All well-managed business enterprises are operated on a budget basis. Fixed sums are set aside for various activities and purposes. To meet this budget an even flow of orders is required. Every thousand

dollars that will be spent next month must be matched by an equal volume of business from the sales force.

The salesman whose orders come in fits and starts; who closes a big contract today and then goes along for a week banking on another big order he sees ahead, is on a par with a factory worker who lays off for periodical jags. You can't operate a factory with workers of that type, and you can't operate a business with salesmen of that type.

The budget by which your business is regulated provides for a daily outlay of cash to operate you. This money is not paid out "once in a while" but every day. By seeing to it that each day's business offsets each day's expenses, you put yourself in the "daily provided" class where every good salesman belongs.

## THE RETICENT BUYER WHO BALKS AT QUESTIONS

Probably few men have had more experience in selling to captains of industry than Isaac Marcosson, a writer for the Saturday Evening Post and the American Magazine. Marcosson's job is to sell men who refuse to be interviewed on the idea of giving him the story of how they have accomplished the impossible.

One of his largest sales was getting James J. Hill to tell him how he had built the Great Northern Railway. Hill had for years resisted all efforts of news-

paper men to interview him. He not only did not like publicity, but was violently opposed to it. Marcosson sold him.

In speaking of his accomplishment at a Sphinx Club dinner in New York, Marcosson said that he had been able to get the story by finding out beforehand what Hill's biggest problem had been, and then going to Hill and talking with him about it.

No man is so reticent that he won't talk about the things that lie closest to his heart. Hill wouldn't talk about things that other people were interested in — what he ate for breakfast, his rules for success, or any such matters — but he talked willingly and freely about the things that interested him.

The same is true in selling merchandise as well as ideas — before you really try to close a reticent buyer it is a good plan to find out the one thing above all others that he is interested in.

## WHEN THE HEAD OF THE BUSINESS GOES OUT TO SELL

He usually comes back with the order in his pocket — and the chances are nine to one it will be an order that any one of us would be mighty proud to close.

At times we can't help but wonder how he does it. Certainly there are others who are more generously endowed by nature with what we like to call "the born attributes of a good salesman." There are salesmen

who are better talkers; who make a better first impression; who have far more experience in actual sales work.

Yet the chief goes out and brings back orders that "professional" salesmen have tried and tried to get, without success. Not only that, but where an ordinary salesman would get an order of ordinary size, the boss comes back with an order several times as large. Well might we ponder, how does he do it?

Of course, being at the head of the business he has prestige which a salesman lacks, but prestige alone won't sell goods. The big advantage that the boss enjoys is knowing the business. He knows it so well that he fairly oozes confidence. He thinks in bigger figures. No matter what point the buyer brings up, his knowledge enables him to sweep aside opposition.

Your natural qualifications to sell will carry you just so far. To succeed beyond that point so you can put over deals of spectacular magnitude, you must keep everlastingly studying and learning. The time will never come when you can say you know enough about your business.

One of the most successful insurance salesmen in the business reads everything he can find on probate law so that he can counsel with his clients. He knows more than most lawyers about law. He is also an authority on inheritance taxes. He not only knows the insurance business but he goes out of his way to acquire information allied to his business.

## MR. JOHNSON WAS SATISFIED — ARE YOU?

A well-known sales manager tells a story about a colored boy who walked into a drug store near his home and asked the druggist if he could use the phone. This is what the druggist heard:

"Hello, is dis Mistah Johnson's residence?" — "Is Mistah Johnson theh?" — "Mr. Johnson, Ah heahs as how you is needin' a boy to look after yo yahd and drive yo cyar?" — "Yo say yo ahready has a boy?" — "Is de boy givin' yo satisfaction?" — "You say he am givin' you puffect satisfaction? All right, Mistah Johnson, good-by."

The boy hung up and the druggist said to him: "Boy, are you looking for work? I am looking for a boy to help in the store."

"No suh, I'se not lookin' fo' wuk. I wuks fo' Mistah Johnson; I'se jest been checkin' mahself up."

Probably you have heard this story before, but it illustrates a very important point in sales work — we should all take a leaf from the experience of this colored boy and check up ourselves periodically to find out how we stand. Are we growing or are we standing still?

How do you stand in regard to getting more business from old customers? Are you steadily increasing your volume from each, or are you just drifting with the tide?

How do you stand with regard to weak spots in your territory? Are you getting business uniformly over your territory, or are there barren spots from which you are only getting a fraction of the business you should be getting?

How do you stand in regard to knowledge of what you are selling? Have you made any progress along those lines? Are you following through a systematic plan for steadily adding to your knowledge so that you will become more and more of an authority?

How do you stand in your relations with your customers? Are you steadily gaining their good will, and making more and better friends? Or don't you notice any difference in the way they regard you to-day as compared to the way they regarded you a year ago?

And finally, how do you stand with your house? Is it evident that you are more highly thought of each succeeding month? Does the management attach more importance to your opinions? Are you adding to your friends in every department of the home office organization?

## THE MAN WHO QUIT TOO SOON

You never know how close you are to an order until you try. This is a point of salesmanship which most of us have heard hundreds of times, but soon forget.

It was forcibly demonstrated recently in a sale made by a substitute salesman in Cleveland. He sold a popcorn machine to a storekeeper who had repeatedly told the regular salesman that he wouldn't put in his machine if he gave it to him.

When the regular salesman left for his vacation the home office sent a new man out to look after the territory. But the regular man didn't tell the new man anything more than necessary. Maybe he didn't care much if the new man put in a good part of his time calling on prospects he "knew" were dead.

But the report of this prospect's death had been grossly exaggerated. When the new salesman introduced himself to the storekeeper, that worthy beamed all over. "I've been on the point of calling you folks up for a month — I just cleaned up some obligations that have been keeping my nose to the grindstone, and now I'm ready to talk business."

The trouble with most of us is that we too easily reconcile ourselves to defeat. We try a few times and fail. We at once reach the conclusion that because we can't do it, that it can't be done. Then before we know it, someone, all too often a man of lesser ability, comes along and does it.

"Genius is the capacity for making a continuous effort," says Chaddock. It goes double in selling goods. The only genius in sales work is the man who keeps on keeping on long after the other fellow has decided it can't be done.

## WHY ENGINEERS MAKE GOOD SALESMEN

Dr. George B. Pegram, dean of the Columbia University schools of engineering, stated in public that whereas a few years ago most of the graduates of engineering schools went into production work, the number of this year's graduates who will go into sales work will probably be larger than in any preceding year.

"From talks I have had with employers in regard to the use of engineers as salesmen," said the dean, "I find that selling is becoming more and more a matter of training and knowledge. . . . Since the determination of the most economical methods of obtaining a given result is an engineering problem, it is natural engineers are well equipped to sell goods that are bought on that basis."

Simultaneously with this statement from the dean of one of our foremost colleges, comes an announcement from the National Council of Traveling Salesmen's Associations, comprising a membership of five hundred thousand salesmen, that it is making plans to furnish its members with technical information about the goods they sell.

"We have found," said an official of the council, "that good-fellow salesmanship is fast becoming a drug on the market. The retailer, for example, is serious these days. He knows that the consumer has a pair of hawk eyes fastened on values, and the fun-

niest story in the world won't sell a pair of shoes for six dollars when someone else is offering them for five. The salesman who is unable to show the buyer that the value is there, is entirely out of luck."

No matter what you are selling, you will get more business, and build bigger for the future, by developing as much as possible the engineering view toward your work. Put your own personality into the background. Get your facts firmly fixed in your mind, so that you can marshal them quickly and at will. Be sure of yourself and your knowledge.

And above all, remember that engineering means solving problems.

## MAKING THE FIRST SIXTY SECONDS COUNT

A salesman who has been successful in selling newspaper publishers has worked out a code of procedure, which may be interesting to you — not because it is something you do not know — but because it organizes facts which every experienced salesman knows thoroughly, in such a way that you can use with the utmost effectiveness.

This man has classified his prospective customers into groups, and worked out with great care a complete canvass for each type of buyer. He finds, for example, that some publishers will buy anything that will add to the prestige of their property; others respond most readily to the fear of competition; others

let acquisitiveness govern their actions and still others buy for pride and vanity.

Now his proposition, like every sales proposition, has angles which can be fitted to any of these characteristics, and it is highly important that the right angles be played up at the very outset of the interview. If this is not done you will probably fail to get a good hearing. But the problem is: "How can you get a line on the man quickly enough to know what plan of attack to use?"

This salesman has worked out a clever stock question which compels one of five possible answers. No matter which answer the prospective buyer gives, he automatically classifies himself so that the salesman knows exactly which of his plans of attack to use.

Possibly you have a better plan for handling the buyer who comes out to the rail to tell you why he isn't interested and to quickly get rid of you. How you do it is not so important. The big thing is, do you do it? Have you a plan for making the first sixty seconds count or are you an opportunist?

## WATCH OUT FOR THE WARM-WEATHER DEVILS

Particularly the father of them all who comes out of his haunts whenever the thermometer hovers around ninety, and whispers in your ear that it is too hot to work.

He has been at it for thousands of years, and he knows just the things to say that will make you waver. When you remind him that the higher the temperature climbs the lower the prospect's power of resistance falls, he tells you that's all buncombe and that you can come back later and get the order — when it's cooler.

And watch out for the pie-eyed devil whose specialty is coaxing salesmen out to the ball park and golf links. If you listen to him you will think you are doing yourself a favor by playing hookey from work.

But worst of all is the devil who perches on your bed every morning and coaxes you to turn over for another forty winks. The wise old owl knows that the best time to sign up orders is during the cool morning hours, and he bends every nerve to keep you in bed. My, how he can plead!

## HOW MUCH IS YOUR TERRITORY WORTH?

You have probably read in the newspapers about the big mergers that are being formed. One of the difficulties which the accountants working on one merger have had to solve is determining the figure at which the good will of each concern should be capitalized.

One plan considered was to multiply the average earnings over a period of five years by five, and set

that amount up as good will. But objections have been raised that such an amount is far too small — that the earnings should be extended over at least a ten-year period. Others wanted to put the profits on a 6 per cent basis, and so on.

A few years back, when Montgomery Ward & Company floated a new stock issue, they estimated the good-will value of the business as being equal to its total assets, although this particular concern does not capitalize its good will on its balance sheet.

The fact is that there is no fixed rule which can be followed in arriving at a valuation of good will, but roughly speaking, it ought to be in the neighborhood of ten times the annual profits of a normal year, subject to deductions or additions according to the nature of the business and how deep-rooted the good will happens to be.

So you see every account in your territory has a capitalized value which is far greater than the profit it nets on an occasional sale. A man who gives you a thousand dollars in orders each year, on which your house makes a profit, we will suppose, of fifty dollars, has a capitalized good will value between five hundred and one thousand dollars.

If you do anything to cause that buyer to stop buying your house has to stand a loss, not of the immediate profit as we so often think, but of the capitalized value of that account. In other words, the worth of the business as a whole, in the event of a merger or sale of assets, would be reduced just that much.

## PURCHASING AGENT TELLS HOW HE CLASSES SALESMEN

In an old book called "The Science of Purchasing" published by Appleton, some points are brought out which are interesting because they give us a chance to see ourselves as our customers see us.

The outstanding impression which the book gives is that purchasing is becoming more and more a weighing of facts, and less a matter of personality. Throughout the book, emphasis is placed on the importance of not doing or saying anything which will give the salesman an opportunity to use his personality. The buyer is told to be even careful of how he moves his eyebrows, for a good salesman knows that a raising of the brows indicates doubt, and a lowering of the brows indicates antagonism.

Salesmen have been grouped into classes, just as in sales work we group buyers into classes, and specific plans are outlined for handling each class of salesmen. Some of the classes which buyers are particularly warned against are:

The blusterer, who tries to rush an order either by hinting a rise in the market or by offering special concessions provided his proposition is accepted at once.

The preoccupied youth, who conveys the impression that he is a salesman as a side issue, his real interest being in baseball, golf, dancing, etc.

The too friendly salesman who gives information in the manner of one conferring a special favor.

The arrogant type, who condescends to tell the purchaser something about the goods he wishes to sell, and appears to be appalled at the gross ignorance of purchasing agents in general.

The ideal salesman, from the purchasing agent's point of view, is the alert, wide-awake type of man, who can state his proposition concisely, clearly and without preamble; whose persuasive force is not noticeably prominent; whose readiness to absorb information is in direct ratio to his ability to impart information; and whose adaptability serves only as a stimulus to quick action.

An especially good point brought out in the book is that a buyer can always get a salesman's true measure by the manner in which he accepts defeat. The salesman worth tying to, it is pointed out, is the man who can take a turn-down in the same good spirit as he would accept an order.

## DON'T CHEAT YOURSELF!

It is getting to the time of the year when we all like to hold a post mortem over our year's work.

Some of us will decide we have done wonderfully well. Others as good as could be expected. A choice few will be wholly dissatisfied.

What we have done is water that has gone over the dam. Forget it. What we should have done but didn't do is the thing we want to think about.

When we started out last January we made a number of high resolves. Did we make good on them? Or were they forgotten within a few months?

We covenanted with ourselves to accomplish a certain sales objective. Did we do it? Or have we finished the year with that objective as far away as ever?

There is nothing to be gained by cheating ourselves. With the passing of 1929 three hundred days of opportunity have been snipped out of your life — and at this period of your life one day is worth three, because they are your most productive days. What have you done with those days? What could you have done but did not do? Turn this thought over in your mind between now and New Year's.

## MAKING THE BUYER ANXIOUS TO CLOSE

A little of the "S. R. O." selling talk goes a long way, as is illustrated by the experience of a Tide Water Oil Co. salesman in getting a substantial order from a garage man reputed as being the toughest and scrappiest six-footer in a certain Western county.

This buyer had the former salesman buffaloed. The new man didn't know it. In fact, he didn't care. He had a few pugilistic tricks up his own sleeve and a

voice like a foghorn. The buyer's stunt was to bawl out the salesman and, with the aid of a flexible vocabulary, run down the product, ordering the visitor out. The salesman interrupted the avalanche by calling the buyer a few improvised names and inviting him outside the door to be convinced that the oil was as good as money could buy. He promptly followed with a hint he might blackball the buyer so he couldn't get the oil. Being confronted with the possibility of not being able to get something he wanted, changed the attitude of that buyer and the salesman booked the initial order of a good account.

This unusual experience may seem remote, but it is a good illustration of the manner in which any class of buyer can be moved to action by appealing to his ever-present desire to possess the hard-to-get. There are many methods of creating this situation. For example:

A piano salesman had a prospective buyer interested in a certain piano when another prospective buyer, overhearing the demonstration, requested that the piano be delivered to her, not even asking the price. The first buyer immediately decided she wanted it and asserted herself accordingly.

The order had to be closed with the buyer who spoke first for the piano. Another salesman was called to the rescue and, taking away the disappointed buyer, he explained that she need feel no regret at having lost the piano because he had another to show her which no one had seen and that it was an unusual

buy. He took her downstairs where the stock was coming in, selected a model that was identical with the one upstairs, demonstrated it, and she bought it. Both buyers left happy, each believing that she had taken something from the other.

## ARMY SCHOOLING HELPS BLAKE TO CLOSE A FORTY-THOUSAND-DOLLAR ORDER

The man who placed the order informed Blake that the order was in the basket ready for the approval and he was sorry that the request for quotation had been lost in the mail. A committee would approve the order at the next morning's session. The buyer was finally persuaded to wait for Blake's quotation until the office closed that evening.

Outside the door, Blake did not have the slightest idea how he could get the required price, sample screw plate, and delivery date, in a few hours, his office being four hundred miles away. No quotation would be considered without sample. Some time previously he had submitted a quotation on the same screw plate. That sample must be down at their warehouse. After a long hunt, he found it, all covered with dust and grime.

The price was figured, screw plate polished, and a delivery date set conservatively nine months in advance. Just before the office closed he walked in with

his sample, avoiding telling how he got it. The buyer said: "You have absolutely no chance. Your price is thirty-one as compared with twenty-six now on the order and the delivery date is three months less."

This was discouraging. Blake tried to get permission to sit in at the meeting. It was impossible, he was told. Next day he returned unexpectedly three minutes after the committee had been in session. Straight past the information clerk and into the conference room he walked. He excused himself as gracefully as possible, explained that the request for quotation had gone astray and told them his company could not afford to lose the order nor could the committee afford to take chances in placing this order.

He wound up by emphasis on the fact that each man on the committee could go to bed that night with a clearer conscience and a confidence that the order was in proper hands if they placed it with him. Blake's army training was a one-way training — he knew how to advance but didn't know how to retreat. He stuck until he won out.

## SELLING THE BUYER WHO TRIES TO DELAY

"I suppose, Mr. Doe, that your problems are pretty much the same as those of Mr. Brown down the street."

"Why, I don't know, what are they?" the merchant would almost invariably answer.

"Too many salesmen, and too many brands of the same product — take oleomargarine, for instance. You have about five brands on hand now — that ties up considerable money and slows your turnover — then you have half a dozen salesmen calling to sell you other brands of the same product."

Every buyer agrees. Some are very enthusiastic in agreeing. By the time they have discussed the matter a moment or so and the buyer is feeling pretty good toward the salesman, the real selling talk is started. The surest road to any man's confidence is to convince him that you understand his problems. If the problem is one which might keep a buyer from giving you an order, so much the better.

In this plan, the salesman cleverly disarms the buyer right at the start, anticipating the common objection, "Well, I'll give you an order next trip, if your product has the demand you predict for it." His approach is purposely designed to prevent the buyer from saying this. And at the very beginning, he shows he is in sympathy with the merchant's problems.

This plan was instrumental in placing the brand in five thousand Chicago stores in record time. Thus, by meeting a common objection and getting rid of it in the approach, thousands of dealers were sold, although they would have otherwise delayed buying until they felt a definite demand.

## WHAT IS YOUR BODY WORTH?

Allen Craig, a Chicago doctor, startled the American College of Surgeons by telling them that their drug store value was ninety-eight cents.

"A man's body," said Dr. Craig, "contains enough lime to whitewash a fair-sized hen coop; sugar enough to fill a small shaker; iron enough to make a ten-penny nail, and some water."

But put life and spirit and imagination into that same body and you get a hundred-and-fifty-pound man whose worth to society may run into the thousands, and even the millions of dollars!

So it is with selling. If you persist in thinking and talking about the drug store value of what you are selling you have not much to talk about.

We all know about the importance of sales activity. But we forget. So keep Dr. Craig in mind. Your body as raw material might only be worth ninety-eight cents in the corner drug store, but alive and out calling on buyers it is worth anything.

The trouble with too many of us is that we don't realize that the faculties and ability with which nature has endowed us, or which we have acquired through study and observation, are only of value in use. The most able salesman can't make any money in jail. The most brilliant speaker can't win fame shut up in his study. The salesman needs to be where people will buy; the speaker needs to be where people will listen.

## THERE IS ALWAYS TIME TO WIN

When Frosty Peters, of the Illini, kicked goal from the field in the last three minutes of the game with Pennsylvania, he not only won the game for his team but won undying fame for himself.

The Illinois team had battled all afternoon without a chance to score. A lesser team might have been discouraged and lost their fighting spirit. Then, almost at the last minute, came their opportunity. Three forward passes. Peters' twenty-yard kick. Victory!

It is the same on the sales field as it is on the football field. You go along all day without an order. You meet with one discouragement after another. It is nearly time to go home. What are you going to do?

Are you going to quit fighting and call it a day, or are you going to take hold of yourself as the Illini did, and use those last few minutes to chalk up a winning score?

The trouble with most of us is that we quit too soon. We forget that many an order, like many a football game, has been won in the last three minutes of play.

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## WHY ONE SALESMAN ALMOST FAILED

About two hundred of the best life insurance salesmen in the West recently met in Chicago to compare notes and swap experiences.

One of the speakers said that the first three years he had sold insurance were most discouraging. He

barely made a living. Then he discovered the question mark!

Before this discovery he had a habit of making too many positive assertions. It took him three years to learn that flat statements challenge a man whom you are trying to sell; they make him want to argue. Unconsciously you cause him to raise his guard against you. He feels that you are trying to sell him something he may not want.

So, instead of making assertions this salesman began asking questions. Immediately business came easier. Led by skillfully directed questions, the man who didn't want any insurance sold himself.

Of course, the strategy of adroit question-asking is well known to you — but I am wondering if you are making the most of this trump? Remember that the exclamation mark which follows an assertion is shaped like a club, but the mark which follows a question is shaped like a hook.

## GETTING PAST THE PRICE BARRIER

A washing powder order, amounting to a very large sum, was recently closed through the use of a unique plan devised by J. W. Farris, the best salesman of them all in the American Scrubbing Equipment organization. After the buyer had stated the price was too high, Farris' plan consisted in saying:

"All right, Mr. Jones, you say you can get a price of seven and a half from my competitor, as compared

with my price of eight and a half. That's fine. Now listen, I can tell you how to get a price of six and a half from them." This man is prominent in Chicago as a shrewd buyer. He thought the price was rock bottom. He immediately wanted to know how. "Well," continued Farris, "just call the other fellow in here and tell him I made you a price of seven." Then he showed how quality could be sacrificed so as to make the six price and how the buyer would eventually pay the higher price.

Another plan used by Farris to hurdle the price objection on the machinery his company sells, is to say to the buyer at the outset of the interview: "I've got an awfully tough job on my hands today. I came here to sell you on throwing out a few dollars' worth of scrubbing brushes and spending a thousand dollars."

The buyer laughs at the idea. He usually says, "I'll say you've some job to sell me." And Farris starts in on his story with the price question behind him. When he finally gets back to the price and says the equipment is $750, the buyer usually says, "Well, that isn't a thousand." And they are then much closer to the order.

Every business is different in handling the price question. You will recall the plan of the Fuller Brush salesman who drops two nickels on the table as the amount per day the buyer will pay, thereby belittling the price. You will recall the topnotch Packard automobile salesman whose plan is to sell the buyer

on buying his car for the same reason that he would prefer Shakespeare or Sheridan to George Cohan; the real estate salesman who could not sell his lots at two hundred dollars but raised them to five hundred dollars and sold them in a jiffy; the Wales Adding Machine salesman who tells the story of a boy selling lemonade at three cents, and his partner at two cents, the only difference being that the cat fell into one pail; the Holcomb & Hoke salesman who presents figures to show how much it will cost the prospect to be without his machine.

## GET A PLAN AND FOLLOW IT THROUGH

A. J. Lutterbach, while comptroller of the old Palmolive Company, told how their sales department built up a 38.5 per cent increase in business in a difficult year:

"We reached our goal and we enjoyed a good year because we would not 'go it blind'; because at the beginning of the year we selected a certain place to which we were going and kept going straight until we got there."

This was the guiding thought behind the plan's success. The same principles that make a big business produce a sales increase are the very principles that aid the individual salesman in making a greater showing.

The idea is so old it has whiskers. When we see it in print we are apt to skip over it lightly. But an idea that is not too old to bring a big increase in sales to a great business is not too old to bring greater success to any of us.

We decide what we want to accomplish, figuring it all out on paper, with a well-meant resolution to accomplish it. We start out all right. But we fail to maintain a well-formulated plan of action to carry us through to the goal. The start is fine. But most races are won in the long run and the finish.

## GRANT'S GREATEST VIRTUE WAS STAYING ON THE MAIN TRACK

Chelsa Sherlock has written a very interesting book, "Homes of Famous Americans," which you ought to read.

The book is a collection of intimate stories of the home life and characteristics of men who have played important parts in the building up of this country.

He pictures Grant as a man whose outstanding trait was singleness of purpose. Grant had no theories save action; no hobbies save work; no pose, no sham. Only once did he put on his uniform in the field and that was at Chattanooga, and he seldom wore the insignia of his rank.

Grant's one formula for success — the formula that more than anything else won him fame was

"attack the problem before you with all your might and fight it out on this line if it takes all summer."

In reading Sherlock's appraisal of Grant, it seemed to me that all of us who sell things would succeed in greater measure if we had this great quality of sticking to one plan of action until it won.

Too many of us try this and try that. Too many are ever seeking new pastures. Too many quit just as they stand on the threshold of success. What we need is more directness of action and more singleness of purpose.

## HOW A WISE SALESMAN USES A RED PENCIL

A salesman who sells to railroad presidents has a clever stunt for getting them to concentrate on the loss their roads are suffering through not having better equipment.

Whenever he has occasion during his canvass to mention this loss, he takes a crayon pencil from his pocket and puts the figures down in red on a scratch pad!

Every time the president of the road thinks of the equipment the salesman is offering, he thinks of the red figures. To an executive who has a horror for red ink — it is not the most satisfying thought in the world.

Any plan you can devise for driving home the reasons why a man should buy from you, and impressing them on his mind, is well worth while.

Very often it is just some little "stunt" of this kind that keeps you in the buyer's mind after you leave and ultimately results in your getting the order.

## WHAT A SALESMAN CAN DO WHEN HE CONCENTRATES

Ten years ago, Frank Graham, star salesman for the American Sales Book Company, decided that the business of high-class women's cloak and suit houses was worth making a special effort to get.

Up to then his company had secured very little of this business. His smaller competitors, who were willing to fit quality to price, had it pretty well "sewed up," as the saying goes. In fact, price was such a factor that most American Sales Book salesmen contended that it was hopeless to compete — and didn't.

But Graham was not so easily discouraged. He knew that the shrewder the buyer the easier it is to sell him on the economy of a quality article regardless of price — but it takes salesmanship to do it. It was the inability of the other salesmen to get this business that first interested Graham in trying his hand at it.

At first it was up-hill work. It was a case of getting half again as much money for something that at

first glance seemed just as good. But Graham is a persistent cuss. He kept on keeping on, even when the battle seemed lost. Finally, he got one house started, then another, and another until today every exclusive women's cloak and suit house in Chicago, with one exception, uses his sales books.

A few weeks back, Graham was called in by a merchant who was about to open a new store. The owner had asked his general manager to get prices from all the sales books companies.

"Well," said the owner when they were together, "where did you get the best prices?"

"We got some very good prices from a concern in Ohio," replied the manager, "but I have investigated the matter and find that every store on Michigan Avenue uses the American Sales Book Company's books, and I think we ought to use them too, even though the price is higher." So Graham got the order purely on the strength of the work he did in days gone by.

## A PAINT SALESMAN WHO WOULDN'T BE "SHOOED"

Chalmers Pancoast tells about a paint salesman who was sent out to sell a tough customer.

The customer's greeting was something like this: "Say, I told a guy from your firm yesterday that I didn't want any of your stuff, and I don't. Now you get out and stay out."

The salesman tried reasoning, but the more he reasoned the more furious the customer became. Finally, the customer grabbed the sample case and shoved it out the door.

The salesman didn't say a word. He went out, gathered up his samples, picked up the case and boldly walked back into the store.

The customer's eyes shot sparks. But the salesman was prepared. "Now brother," he said, "let's stop this kidding and get down to business." And they did.

One of the characteristics of a real salesman is his belief that the only satisfactory revenge is the customer's name on the well-known dotted line.

## WHAT ARE YOU GOING TO STUDY THIS FALL?

According to all reports there has been an unprecedented rush this fall on the part of salesmen to take up various night study courses. One Y. M. C. A. instructor states that 65 per cent of his class is made up of salesmen. Many of the schools are turning away students.

This is interesting because it reflects the changed attitude which salesmen have toward their work. It wasn't so long ago that selling was regarded as a good fellowship proposition. Then we went to the other extreme and regarded it as a highly specialized function. For several years this impression prevailed.

But recent events have shown that there is more to selling than mere salesmanship. A man must understand the fundamentals of sales strategy, of course. He must know how to keep control of the interview, how to handle the price objection, and the best way to get the name on the line. But he must also know a lot about business generally if he expects to be permanently successful.

The reason why you, as a salesman, should know a lot about business generally and especially about the underlying conditions of industry is simple. To continue to grow you must have capacity as well as ability. Knowledge that will equip you to go out and get orders gives you ability. But you may have unlimited ability and still lack capacity.

You have probably heard business heads say: "A good salesman usually makes a poor manager." Have you ever stopped to think why? It is not because a salesman is not capable of being a good manager, but it is because he has neglected to develop his capacity to fill higher positions while he was developing his ability to do his present work well.

## THE BREAD AND BUTTER SALESMAN

The salesman for one of the big aluminum companies received a great surprise last week when the company published the sales total for the year.

The man whose sales for the year were highest was not considered a topnotcher by the other salesmen. His name had never been at the head of the list in the weekly sales figures. He had won none of the contests put on by the company.

He was not a spectacular producer. But he was a steady plugger. Instead of running up a big week's sales, and then dropping down to the bottom of the list the next week, he had a good week every week.

After all, it is these steady producers who determine how much profit your firm is going to make. If every salesman worked by fits and starts, there would be times when the factory couldn't fill the orders, and times when there wouldn't be enough orders to run the factory.

We all like to have a good week — every salesman likes to see his name at the top of the list. But we must remember that this week's big record is valuable only so far as we are able to keep going next week. One big week at the expense of the following week's business isn't salesmanship — and it isn't profitable.

## HOW FIVE SALESMEN ARE MAKING A GOOD LIVING

One of the big bond houses in the East has just engaged five men to cover the New York territories, who will do nothing else but work on leads which have

been reported back by regular salesmen as being "no good."

This plan was the outcome of an experiment which the sales manager of the company made last summer. One of the salesmen had been turning in more than half his lead cards marked "N. G." As these leads cost the house anywhere from three to ten dollars each to secure, the sales manager wanted to be absolutely sure that the leads were no good before he discarded them.

So he took ten cards, on the face of which the salesman had written "N. G. — R. F. M. L." (no good, remove from mailing list), and sallied forth to see what he could see. He secured interviews that same day with six of the prospects, and sold four. The remaining four he saw subsequently and sold two!

When he told the salesman about what he had done, the salesman "explained" that he had so many call-backs on prospects which he knew were "red hot" that he didn't feel he ought to "waste" time on leads which didn't show an inclination to buy on the first call! Yet the six sales which the sales manager had made in less than two working days represented more business than the salesman himself had closed in two weeks.

An office appliance manufacturer checked up the business turned in during 1928 by all his salesmen. He found that 80 per cent of the sales were made to names on his mailing list, and 60 per cent of the sales were from leads sent the salesmen by the advertising department. Yet an analysis of the salesmen's daily

reports showed that only 25 per cent of the calls were made on leads.

Even the best of us are apt to wonder at times if it is worth while to follow up this or that lead any more. Perhaps the last few leads we have received from the office have not turned out any too well. They might even have been "duds." So we develop an unconscious feeling that all leads are in the same class.

## WHEN AN IDEA BECOMES WORN OUT SCRAP IT

E. G. Grace, president of the Bethlehem Steel Company, says it is typical of the American business man to be always ready to scrap worn-out machines, but very slow to scrap worn-out ideas.

He thinks that our failure to replace obsolete ideas more than counteracts the saving we effect through the replacement of plant equipment. He thinks this is just as true of salesmen as it is of other executives in business.

Do you agree with Mr. Grace? Take your own case and analyze it. How many old worn-out ideas are you clinging to when, without any investment at all, they could be replaced with new and improved ideas that are demonstrated business builders?

We are entering into a new era of sales activities. In the next five years new conditions will render most of our old methods passe. Indeed, many of these con-

ditions are here already. It is up to each and every man in this organization to take an inventory of himself and his methods of selling.

Go over your mental equipment just as Mr. Grace's managers go over his plant equipment. Get rid of old-fashioned, antiquated methods. Competition is too keen these days to permit their use. They have to be replaced with new models with the latest improvements.

## TAKING UP THE LOST MOTION IN A DAY'S WORK

A cub salesman was sent by a publisher to sell some advertising to a bell manufacturer. It was the salesman's first sale, and he had a very bad attack of "salesman's fright."

His first impulse when he arrived at the manufacturer's plant was to run away. But he was afraid to do that. Caught between two fears, he compromised by sauntering past the door, "sizing up" the distance from the door to the pavement.

Inside the door he could see the man reading a newspaper. He looked very fierce, it seemed to the salesman. So he walked to the end of the block, recovered some courage, and then walked back again. As he looked at the sign on the door on his second trip, he didn't quite see why anyone would want to advertise bells in his paper anyhow; so he walked by again. On his fourth trip by the door he realized that

it would never do to go back to the office and tell them he was afraid to call, so he summoned up what courage he had left, went in, and in ten minutes came out with an order.

Who of us has not had a similar experience in our "cub" days? Of course, we have outgrown our timidness now. When we have a man to see, we don't walk up and down to work up sufficient courage, we go right in and get the order the first time.

But while we have outgrown our timidness, have we eliminated other equally unnecessary lost motions that handicap a salesman in making the most of his short working day? Think back over your last day's work. Did you start out promptly in the morning — or did you lose time in the office or at the hotel which you could have used to get in a few extra calls? How about lunch? Did you waste or did you utilize that time too?

Did you lose valuable time chatting with people who could not possibly give you business, when you could have been getting orders?

Did you make your interviews as snappy as you possibly could without interfering with their effectiveness — or did you waste the buyer's time as well as your own in talking about things that had nothing to do with an order?

If you did all the things you should, and made every minute count, you are indeed to be congratulated, because you are one man in ten thousand who knows the value of making time count.

## RETAILER HITS MERCHANDISE MADE TO SELL AT A PRICE

Has the price appeal outlived its usefulness?

Mr. W. H. Weintraub thinks it has. Mr. Weintraub is a retail clothier. At a convention of retail clothiers held in Philadelphia, he said:

"Cease talking down to a price. Luxury is predominant in America — so why not sell luxury?" And he related several instances where he was able to increase his business by pushing the very highest priced clothes.

You are not in the retail clothing business. But the same thing applies. The only kind of business that endures and satisfies, and stands through the generations, is the business built on quality.

There never was a time in this country's history when quality talking points registered so fully as they register today. Our people are paying less and less attention to price. What they are demanding is value — and they are willing to pay more for something better.

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## THE HIGH COST OF LOSING YOUR TEMPER

A salesman did a very stupid thing the other day. The man he worked for "called" him for doing it. The salesman flew into a rage, and the sales manager promptly requested his resignation.

After the salesman had cooled down and talked over the situation at home he realized he had let his temper run away with his good sense, and telephoned to see if he could be reinstated. This his manager would not do — although otherwise the salesman had a good record.

Was this sales manager right or wrong? He contends that he was right because a man who cannot take well-meant reproof is hopeless in any organization. The very fact that the salesman lost his temper shows that he is not a good salesman — his desire to learn has left him.

A salesman who really wants to learn, who is big enough to recognize his error and admit it, does not resent being corrected. On the contrary he realizes that the very fact his superior takes the trouble to correct him, evidences his interest in him. A man who is not worth correcting is not worth keeping.

Isn't there a moral in this incident of the hasty salesman that all of us can take to heart? Do we regard reproof as a thing designed to make us more valuable to the business, or something to get mad about?

## FAILURE OF SALESMEN GROWS SERIOUS

An analysis has been made of the records of 27 concerns, which, during the year 1928, employed 2,347 new salesmen. Out of that number, 1,482, or

nearly two-thirds, were unable to make the grade. In a similar investigation made just prior to the boom the percentage was less than one-half.

As might be expected, the records showed that one-third of the salesmen failed from lack of industry, and almost as many through discouragement. Next in order came "failure to follow instructions." Only a small percentage failed through faults lying outside the salesman's province to correct.

There was one point brought out in the report, however, which is worthy of special mention, because it touches on a reason for failure that we are all subject to, even those of us who feel that we are beyond the point where we need to worry about failing. It came out in sifting the failures of The Van Raalte Company, a manufacturer of veilings and dry goods specialties.

"The greatest fault which I have found with most salesmen, and one which has been the indirect reason for hundreds of failures," said the general manager of that company, "is the tendency of a man to allow himself to be guided by the ideas of a few of his best customers.

"As a salesman becomes acquainted he naturally gets close to one or two accounts. He talks over many things with them that a salesman does not ordinarily talk about to buyers. This friendship influences the salesman to an amazing degree in conditions within his territory, and his plans and methods of covering it.

"The first symptom of the disease is the inclination of the salesman to quote these cronies of his on every occasion. He puts their judgment before his own, and often before the judgment of the men at the head of his own company. In the end he lets them so warp his viewpoint and judgment that he ceases to be of value and is replaced by a new man."

## BRAIN BOXES THAT JUST BUZZ

In the front of a little book called "Mercantile Success" appears this thought:

"The man who has sense enough to use what sense he has, has a lot of sense. Make use of the things you have!"

How does that hit you? Are you making use of the ideas and materials you have? Or have you a brain box full of good things and a kit bag loaded with selling ammunition, but for all the good they do, you might as well leave them in the hotel when you are out selling.

When you read something in this book that you know is a good idea, and one that will help you to get more business, don't be satisfied to say: "There is a good idea," and let it go at that — put it to work. Keep it working.

When you receive something from the office that you know will help you in meeting the problems of the day, don't be satisfied with playing the role of a

dumb receiving clerk. Put it to work. Keep it working.

Remember that one idea put to work, making money for you and for the house day after day, is worth ten thousand buzzing around in the back of your head.

## DO YOU THINK STRAIGHT?

Harry Collins Spillman recently told the Columbus Sales Managers' Association that the greatest force in any sales organization was its salesmen who thought about their thinking.

"People don't think," he said. "Most of them only think they think. It sometimes fools a man. I was talking to a man about a piece of merchandise in a window, and another man was looking at it intently — had his glasses on his nose. I thought he was thinking about it.

"I said to the man with whom I was talking, who happened to be a salesman, 'I guess he is thinking about it.' The salesman replied: 'He's not thinking at all, just readjusting his bias and prejudice.' There is a great difference between constructive thinking and readjusting your bias and prejudices.

"Then there is the ability to think straight in your own neighborhood. The average man thinks he can think straight in some other territory. He imagines that when he gets to these other places success will overtake him, throw him down and make him rich. But it doesn't. For that reason we have the sad case

of the man who is never satisfied, and who is continually wishing he were somewhere else."

Mr. Spillman's observations, while not flattering, are worthy of notice. A man is no greater than his thoughts. We are paid wages for muscle; salary for time, but the big profit comes from thinking. It will pay us well, standing as we are on the brink of a new year, to do some thinking about our thinking.

Take the thinking we did last year. How many constructive ideas did we contribute toward the growth of the business? Did we think straight — or did we let our thinking carry us off the main highway and lead us up a blind alley? Did we concentrate on problems related to our daily work, or did we just think at random mostly, about matters that concerned us not at all?

There are any number of men in sales work who are hard workers and brilliant talkers, but they don't get anywhere. They go around in circles.

## HAVE YOU EVER MET AN ALIBI SHOOTER?

George M. Evenson is noted for the snappy letters which he writes to his salesmen. In one of his recent bulletins he paid his respects to the salesman who always has an excellent reason for not doing what he was sent to do.

"There are two things in this world," observes Mr. Evenson, "that give me a pain — fried onions and alibis. Of the two evils give me the onions.

"I can eat fried onions on the Fourth of July and by Christmas I cease to taste them, but the after effects of an alibi remain with me a full year. An alibi is a worthless substitution for an achievement.

"You all know the alibi shooter. He is the fellow who has an engagement with you for 8 a. m. and blows in at 8.45, all out of breath, but not out of excuses.

"He is the fellow who uses twelve sheets of hotel stationery to write you an essay on conditions and you can't find an order in the envelope with a microscope.

"He is the man in the service station who promises to have your car ready at five o'clock. He is the man who is due back from his vacation on Monday morning, and Tuesday wires you 'Missed the train. Will return tomorrow.'

"He is the man who is never quite ready to do what you want, or give you what you want: The man whose daily life, year after year, is a series of promises. His shibboleth is 'The first thing in the morning.' He forgets that he may be dead the 'first thing in the morning.'

"The alibi shooter eventually arrives at that mental state where he begins his alibi before he begins his attempt. When he is given an assignment, he is careful to mention to you all the difficulties.

"When a task is set before him, his mind instantly commences the manufacture of good excuses which

he can offer in case of failure to put the thing over. Unconsciously from that moment he shapes his course toward failure instead of toward success."

Whatever else you are — don't be an alibi shooter.

## AND THE CUSTOMER THOUGHT HE WAS NOT INTERESTED

A salesman who has made good in a big way selling stabilizers for automobiles, lays his success to the point of view he holds toward his work.

At first he approached a concern with the idea of getting something from them. He was not thinking about their problems; he was thinking about his problems. He had the wrong viewpoint.

Then it came to him that selling was not getting but giving. He did not go in to see a man merely to get an order, but to help a man solve his business problems — the solving of which would necessitate the man's buying what he was selling.

Just recently this salesman was given an order for six hundred thousand dollars because he had been able to help his customer solve one of his most perplexing problems. And, before he had called, the customer was positive he was not in the least interested!

We all would be better salesmen if we got this vision of our mission more strongly. Let us stop thinking about getting. Let us, instead, think more about giving.

## GETTING THE ORDER OVER SOMEONE ELSE'S SHOULDER

The late William Maxwell, generally conceded to be one of the most successful salesmen, owes much of his reputation to a very obvious plan he used in selling the big executive.

Mr. Maxwell learned early in his career that it was easier to sell the owner of the business or the president of the company than it was to sell a department manager or some subordinate. The bigger the man the more authority he has, and the more opportunity you have to influence him through good salesmanship.

In approaching big business men, Mr. Maxwell found that most salesmen made the common mistake of seeming to tell them how to run their business. The salesmen do not do this in so many words, but that is the impression the prospect gets from what they say.

One of the characteristics of any man who has built up a successful business is a deep-rooted belief in himself and his methods, even though it is perfectly obvious that your method may be better.

Yet before you can sell this type of buyer you have to convince him that the methods he is using can be improved. Mr. Maxwell met this situation by "whipping the prospect over somebody else's shoulder" as he expressed it.

"When submitting a business proposition to a big business man," Mr. Maxwell once said, "I approach him along these lines:

" 'Mr. Jones, I had a very interesting experience the other day. I don't know whether you know the man or not, Mr. Smith down at Peoria?'

"To which Mr. Jones will probably reply: 'I know of him.'

" 'Well, Mr. Smith told me' — and I draw on my experience from some previous sale to a man whose case is parallel with that of the man I am selling, relating it slowly so that Mr. Jones will be thinking, all the time I am talking, 'Well, that is just about the condition that exists with me,' or, 'I could do what Mr. Smith did'."

## WHEN THE WHOLE STORY WAS WELL TOLD

For years the salesmen in the Chicago branch of a big electrical manufacturing concern had tried to close a yearly contract with a certain electrical jobber. They always lost out to a competitor.

The branch manager decided to try his hand. While questioning the salesmen who had tried and failed, he was impressed with the fact that none of the men had told the complete story of his firm's product.

The branch manager determined to leave out no point of interest when he called. He worked for several days writing out his sales canvass. He put in all the little things that the other men had thought too unimportant to bother with.

His interview with the jobber lasted three hours. The prospect was surprised to learn of the services this manufacturer could render him. He listened eagerly because the branch manager was mentioning facts instead of talking in generalities about "service."

Two days after the call the contract was signed. The buyer said, "I never dreamed that you folks could do so much for us. Nobody ever told me about your firm as you have done."

Perhaps we are all overlooking a lot of "little things," forgetting that little facts sometimes swing big orders.

## A NEW YEAR'S RESOLVE THAT WILL DOUBLE YOUR SALES

Automobile trade papers once carried a remarkable advertisement entitled: "Wanted: Ten-Thousand-Dollar Salesmen." It was signed by Edward S. Jordan, of the Jordan Motor Car Company.

The advertisement read: "I can tell any salesman representing any one of the following motor cars how to make ten thousand dollars next year." Then were listed ten well-known makes of cars.

Thousands of replies were received by Mr. Jordan to this odd advertisement. Ten thousand dollars sounds good to men making only a few thousand. To these men Mr. Jordan promptly wrote the following letter:

"Here is the way to do it — walk into the office of

the dealer you represent at eight o'clock tomorrow morning. Ask him for a complete list of all the owners driving the particular car you are selling. Tell him that you do not want to be handed a single prospect during the next twelve months — tell him that you are going to get all of your prospects from that list of owners.

"Start out the very next day and make up your mind that for the next three hundred and sixty-five days you will see and personally talk to ten of those owners every day. Sell yourself to these owners, so strongly, that whenever they hear of someone who is going to buy an automobile they will think of you and call you up."

Of course, there are other suggestions that apply specifically to selling automobiles, but the above excerpts give you the gist of Mr. Jordan's plan. It is not a new plan. Nearly every automobile salesman uses it spasmodically. Every salesman, no matter what he is selling, knows about it. But very few salesmen, however well they know the truth of what Mr. Jordan says, reap the full benefit of the good will they have developed in present customers.

But the significant point about Mr. Jordan's idea is that it calls for putting a plan into operation. And right there is where that letter hits you and me. Look back over last year. Isn't it a fact that we have had no less than a hundred ideas for getting more business during the year, but seldom, indeed, have we put them into effect?

## LIGHTNIN' BILL'S LAST MESSAGE TO SALESMEN

"I was a salesman once," and the slender figure in the blue uniform cocked his head, blinked aggressively at the man who asked "When was that?" and then coming closer to dispel any possible skepticism, confessed that it was just twenty-five days before he drove that swarm of bees across the continent without losing a single bee!

But this time Lightnin' Bill was telling the truth, for back in his early Californian days Frank Bacon used to be an advertising salesman. Perhaps it was as a salesman that he got his first insight into human nature — an insight which was later to make him one of the greatest character actors of the age.

Frank Bacon has sold Lightnin' Bill to his last audience. He has since died in Chicago. But he has left behind him a memory that will live forever in the hearts of those who knew him. In an interview given shortly before his death, he summed up the qualities that make for success in selling or any other walk of life:

"I know a man who would be a great deal happier if he would put a little more energy into his work and a little less into his efforts to 'cash in.' When I see a man trampling happiness underfoot in his pursuit of that will-o-the-wisp fame; when I see him narrowing himself to the miserable pursuit of the almighty dollar — well — I'm prejudiced, that's all."

Then Frank Bacon went on to tell what made for happiness. He spoke of the discontent which filled so many men's hearts — the fear that they were not becoming successful fast enough — the always present fear that riches would not overtake them soon enough, and that they should go forth to meet them.

"When I meet such men I feel sorry for them, because they are driving happiness out of their lives," said Bacon. "They remind me of that very progressive animal the goat. The goat is never satisfied. When he is in the valley, he can't rest until he is atop the hill. From the hilltop the grass looks greener down in the next valley. So down in the next valley he goes. Then another hilltop, and another valley.

"The goat progresses steadily. He moves fast. But far back the sheep have ignored the noble call of progress and discontent. They have stayed where they were and are fattening on the grass of the first valley. But Billy Goat has heard the message and is climbing upward again — lean from hunger, and weak from exertion, but glorified by the march of progress!"

## OVERVALUED FRIENDSHIPS

One of the biggest advertising accounts in the country changed advertising agencies.

For more than ten years this business has been held by a man who was on the closest and most intimate terms with the head of that business. The advertiser

and his advertising agent golfed together, vacationed together, and traveled about in the same social circles.

But last week the advertiser took his business away from his friend and gave it to a stranger, because the stranger had convinced him that he was better able to give him the service he needed.

There is nothing unusual about this. In fact, it is happening in this business as well as in the advertising agency business. Salesmen attach too much importance to friendship in business. They devote too much time to selling themselves and not enough time to selling their products, their house and their proposition.

It is all very well to sell yourself — up to a certain point. But you have to know where to stop. There is such a thing as knowing your buyer too well. The point is reached when you find yourself thinking that because you are such good friends you are sure to get all that buyer's business.

## WHEN THE BUYER SHOWS SIGNS OF BALKING

Have you ever talked with a man who would "come along" with you nicely up to a certain point, and then for apparently no reason at all he would suddenly balk? You can't for the life of you figure out what he is balking at, but you know that he is balking and

that unless you are careful you will lose the order then and there.

This type of buyer is particularly common to the insurance field, although you will find them in every field. Sometimes the man gets to thinking about spending the money, and his pocketbook is built on the one-way plan. More often, the man senses that he is being "sold" and is just stubborn enough to resent it. Or again, he may be the kind who is afraid to decide and wants to jockey you out of putting him in a position where he must say "yes" or "no."

What makes him balk, however, is not so important because you probably will never know. But you do know he has broken down on the road over which you are taking him to Dotted Line. What plan do you usually follow under the circumstances? Or are you one of those chaps who don't believe in plans, but meet such situations on the spur of the moment?

A salesman who has been especially successful in selling balky prospects is W. P. Averett, a highly successful general agent. Mr. Averett discovered the secret from a horseman.

This horseman told Mr. Averett that he was afraid to drive any horse no matter how free or how wild or how gentle the horse might be without a whip in the socket of the buggy. The whip, he explained, was not so much to make the horse go faster or to make him behave, as it was to use in case the horse balked.

The Virginian has found that a horse can think only of one thing at a time. Therefore, if you can get the horse's mind off the thing he is balking at, and on something else — no matter what it might be — it is a simple matter to get him to go ahead.

Now, some men are a great deal like horses when it comes to stubbornness. And they are also like horses in being able to think of only one thing at a time. So when Mr. Averett finds a buyer beginning to balk, he diverts his mind by reciting a humorous story or discussing a ball game. Later he comes back to the main theme and by approaching the matter from another angle, usually closes his man. It's simple, but it works. Try it.

## USING ALL THE TOOLS IN YOUR SALES KIT

The president of an automobile accessory concern has made a wonderful reputation as a salesman. It is a sort of tradition around his factory that he can sell after everyone else has fallen down.

Somebody recently asked him to describe his methods.

"There are only one or two things which I do that the average salesman doesn't do," he explained. "First, I never attempt to explain our proposition without this little model which I always carry with

me. Second, I always make it a point to cover all features of our product thoroughly.

"Most of our salesmen think it is too much trouble to carry the little model. It is a little awkward, but I think it is worth the trouble, because it has brought me thousands of dollars in orders from people our own salesmen declared would never buy.

"That's about all there is to it. If our own salesmen would carry the model, and take time to explain our proposition thoroughly, I could spend my winters in Florida and my summers in Europe, instead of spending most of my time closing deals where they have fallen down. They fail because they do not use the tools we give them."

## THE "I'LL SEE WHAT I CAN DO FOR YOU" HABIT

One of the most extravagant habits a salesman can have is the "I'll see what I can do for you" habit.

In a moment of weakness even the best of us are likely to become victims of this habit. Some less experienced men have it to a degree that costs them thousands of dollars annually.

The buyer wants to be sure that he is buying at rock bottom. You can't blame him for that. So he baits the salesman. He infers that if the salesman can get the house to shade the price just a fraction of a cent, or get an extra thirty days on the terms, he will give him an order.

The salesman replies that it can't be done. But the buyer has heard that many times before, and in a surprising number of cases he has been given the concession. So he tells the salesman: "Well, put it up to the house anyway. See what they say." And the salesman does.

The very fact that the salesman is willing to try to get the house to do something irregular, indicates to the buyer that the house has, on occasion, let the bars down. He would not be human if he did not seize this advantage and press it.

The strong salesman is alive to this danger, and makes it clear to the buyer that it would be as much as his job is worth to make such a request.

## BUSY — BUT NOT WORKING!

Attention has been attracted to an unusual selling message delivered to salesmen by C. T. Anderson, a well-known sales manager. He contends that there are many salesmen who are getting what may be called average success by working only two hours a day, and that four hours a day actual time spent in the presence of buyers, striving for orders, can be made to double your present success.

In fact, Mr. Anderson's estimate of two hours is probably too high — if you include the time which a salesman loses for vacations, sickness, emergencies, conventions, etc. But Mr. Anderson does not include

those time losses. He has more particularly in mind such items of non-productive effort as:

Time spent in going from one buyer to another.

Time spent in waiting for buyers to see us.

Time spent in reading mail.

Time spent in making out reports.

Time spent in writing up orders.

As salesmen we do not class these things as work. Our business is selling. If these things are one-tenth as difficult as selling, then I'll eat the toughest sample case my house ever gave a salesman. They are play. Nothing else but play when compared with selling.

Any real salesman, returning after a long day spent in the presence of buyers, experiences genuine pleasure and satisfaction in reporting on calls that count, writing up orders he has toiled to close, and reading commendations and selling helps from the office.

"When we visit our sales offices," says Anderson, "we generally find salesmen busy but not working. They are occupied but they are not laboring at their appointed task, which is spending the utmost amount of time in the presence of buyers and endeavoring by every means in their power to get orders from them. The work they are doing is often necessary but not productive. The sky would not collapse if it were done early in the morning or late at night. Nothing is gained and much is lost by doing it during working hours of the day."

## THE SUBTLE COMPLIMENT OF QUOTING A HIGH PRICE

When the Lincoln car was first sold through Ford agencies, most of the Ford salesmen were scared to death of the price.

So the factory sent out men to convince the dealers that price is entirely relative, and that what might seem a high price to a Ford buyer was a very moderate price to a Lincoln buyer.

One of these factory men was talking to a dealer when a prospect walked into the store. He wanted a roadster. The factory man took him over to the most expensive car on the floor. The dealer stood aghast.

Finally, the dealer could stand it no longer. He walked over and told them about another car that was four hundred dollars less.

"What difference does that make?" replied the quick-witted salesman. "Mr. Jones doesn't care any more for four hundred dollars than I do for forty cents. This is the car for him, and the price hasn't anything to do with it, has it, Mr. Jones?"

And Mr. Jones emphatically said it didn't. The salesman had sold him the car and not the price.

It is a fact, not any too well understood, that a large price commands more attention and consideration than a small price. A business man who is not interested in buying a $100 ad, will thoughtfully and carefully consider a $10,000 advertising plan.

## MAKING YOUR OWN JOB BIGGER

George W. Lee, in speaking to all Todd Protectograph salesmen, made the point that selling is the biggest job in the world. He said:

"Are you a salesman — a real, honest-to-goodness salesman? If so, you are one of the most important men of today in the affairs of your company and your country. Do you know the reason all factories of the United States are not running full time is that salesmen have not sold goods which keep those factories busy? Do you know that the lessened shipments by freight and express are due to the same cause? Do you know that this country will not come into its own again until salesmen in all lines and in every section sell the goods that must be sold to send the smoke of industry belching forth from the smokestacks of the land? Do you know that if every salesman in the country had worked as enthusiastically as a small minority, there would be no unemployment?"

Facts of this nature should make us proud of our calling and make us keen to maintain such a reputation for accomplishment. No ordinary men can do the things which some salesmen are doing. For example:

C. E. Leslie, a Newark salesman, was confident that a particular application of his product was possible and he worked on the idea until he sold one installation which ran into thousands of dollars, opening a new field that will now be exploited by the entire organization. This kind of selling requires pioneering

and management ability. A salesman in another field has organized his dealers into clubs in various localities, and meetings once a month are conducted to devise better methods of merchandising. A Mazda Lamp salesman meets jobbers' salesmen in conferences at regular intervals for the purpose of showing them how to sell more lamps.

These salesmen are sales managers in their respective territories. They are not content to do merely enough work to get by as salesmen. They are introducing management methods into their work and making a big job for themselves right where they are.

## THE DAY AFTER THE BIG DEAL WAS CLOSED

Dodge Brothers once sent out to all Dodge dealers a big poster entitled, "Napoleon asks about the Next Day."

The poster tells about certain officers on Napoleon's staff who came to him one day to recommend a young captain for promotion. The great general asked: "Why do you suggest this man?"

It was explained that the candidate by unusual courage and strategy had won an important engagement a few days back. "Good," said Napoleon, "but what did he do the next day?"

There are two kinds of salesmen in this world: Those capable of an occasional burst of brilliancy —

and those who can be depended upon to do their best every day of the year. These salesmen are called the "bread and butter men."

The backbone of a sales organization is its dependable men — the fellows who can be counted upon for a steady flow of business. The brilliant performers have a place, but when the call goes out for men to fill positions of responsibility and trust, someone is going to ask: "But what did he do the next day?"

As the Dodge poster says: Napoleon's great marshals were not once-and-a-whilers. They were rugged old war dogs, riding from battle to battle, week after week and month after month. What did they do the next day? They kept on fighting.

## LOSING ONE SALE LED TO 48 OTHERS

When a salesman called on Frederick J. Selden of the Rumford Company to sell a new typewriter and learned that the machine was to be used for stencil cutting, he explained that cutting stencils would ruin a new machine, and advised Selden to get a second-hand typewriter.

He did not make a sale at that time, but Selden was so pleased and grateful for the suggestion that he told his friends about it, and this salesman has since sold forty-eight new machines to that prospect's friends.

"Character is a vital factor in any man's success," Mr. Selden said, "and that salesman recognized the

value of character in selling. He applied it to his daily work with good results. And he is an outstanding success in his field."

## YOU ARE NEVER BEATEN UNTIL YOU QUIT TRYING

"Hagen Defeats Diegel." That message, flashed across the country, aroused sincerest admiration for this man whose fine courage and determination swept him on to final victory.

Reflecting upon the difficulties that confronted him, we marvel at his achievement. He was faced by a skillful opponent, and the previous day had been forced to fight every inch of the way to win. It was a nerve-wracking ordeal, and at times it looked as though Hagen would be defeated.

Suppose he had despaired of winning at the ninth hole! A different story would have greeted the followers of golf, and Diegel would have been the victor. But Hagen never thought of losing. That's why he became the champion.

I wonder if there isn't a thought in Hagen's victory for every member of this selling organization? If it isn't worth while to keep fighting for business even in the face of odds?

The battle is never lost until the last gun is fired, and the sale is never lost until the last word has been said. Victory may come at any moment, as long as you keep fighting for it.

## THE SALESMAN WHO GETS THINGS DONE

In Printers' Ink magazine there was an article written by the vice president of a machine tool manufacturing company, entitled: "Watch the Salesman Who Gets Things Done."

The writer said that he divides salesmen into four classes. Into the first class he puts the man who is particularly skilled in selling. He is too clever to be boastful, but takes hours to tell his sales manager just what he said, and what he intended to say but didn't.

The second class is the correspondence king — the man who can write a fine letter, and does. He gets business, but with every order there must go a long-winded report of how he gets it.

Then there is the Cæsar type. When sent to fix up a difficult situation, he merely writes back in effect that "he came; he saw; he conquered." Information of value to the business is completely overlooked. He undersells his own ability.

And then, there is the perfect salesman — the quiet, determined, intelligent man who gets things done. He not only gets the orders, but he knows how to cooperate with the home office; he works steadily and surely in one direction; he makes his call pay a profit — either in orders or in good will. Back of every move there is thought and a plan. The big chiefs of tomorrow will be recruited from men of his type.

## THIS SALESMAN THOUGHT HE WAS TOO BUSY TO WRITE LETTERS

Saunders Norvell is noted for his anecdotes about salesmen and selling. Not long ago he related a story about a salesman that is worth passing along.

"One day," said Mr. Norvell, "my sales manager came to me and said: 'What am I to do about Jones? He won't answer my letters. If he were not such a good salesman I would fire him.'

"I said: 'He will answer mine.' My sales manager replied: 'If you can get him to answer one you are going some.'

"So I wrote Jones a letter and told him I would like to have an answer by a certain date. No answer. I sent him a telegram. No answer. Then I told the cashier not to send Jones any more money, and any letters received from him were to be brought to my desk.

"In a few days a letter came with an expense account. I put it away in my drawer without an answer. A second letter came: 'Send my salary to headquarters at such and such a place.' A third letter came: 'Where is my expense money? I had to borrow from a customer.'

"Then he began to boil. A telegram came: 'Why don't you send money? I am short.' And still I did not answer. A few days later when I got down in the morning he was waiting for me.

" 'What kind of a house is this, anyway?' he exploded. 'Here I have been on the road two weeks without a nickel from the house. How do you expect me to travel without money? Is the company going broke?'

"After he had finished his tirade, I replied: 'It is very simple. You don't answer letters; our cashier doesn't answer letters.'

"The man grinned. 'I get it,' he replied, 'now can I have some money?' So I told the cashier to give it to him. He was cured."

All real salesmen are just as prompt in answering correspondence as they are in keeping appointments, and it must be admitted that Jones was an exception. Yet his experience with Mr. Norvell should serve to bring home to us the other side of the story.

## SOMEBODY IS WAITING FOR YOUR JOB

"Oh, how I wish I had his job!"

How many times have we been guilty of saying that? I know I have said it, at times, even though I may not have meant it.

Recently a friend of mine said the same thing. He referred to the job held by an acquaintance, which he thought was one of those highly paid, "soft" jobs we so often hear of but seldom see.

Two weeks after he had fervently wished for this man's job, who should come in and apply for a posi-

tion but the very man my friend had envied. It turned out that my friend had the best job, the best prospects for advancement, happier working surroundings and a better salary.

The other fellow had been "hanging on by the skin of his teeth," as the saying goes. Perhaps a dozen men were wishing for his job, thinking it was such a good one, yet all the while he was looking for something better — with a real future.

When you envy the other fellow, be sure he wouldn't gladly trade places with you. The chances are he thinks the same thing about your job that you think of his.

## THE KEYSTONE OF THE LAWSON SUCCESS

The death of Victor F. Lawson, publisher of the Chicago Daily News, removed a man who had contributed a great deal to the development of journalism in this country.

Like most successful men, Mr. Lawson's achievements revolved around his strength of character. It was said of him that he was a man of strong convictions and intensely loyal to his convictions.

The trouble with most of us is that we have plenty of convictions — but we are not loyal to them. It is our conviction that certain policies of our company are right. But let two or three customers tell us they are wrong, and we find our faith shaken.

We have convictions about the fairness of our prices, the superiority of our proposition over our competitors'. But if several buyers tell us our price is out of line, or the quality below par, we begin to think they are right and we are wrong.

It is not easy to have faith — even faith in the things you know are right. It calls for a rare mental strength. But if you analyze the success of men who achieve — men of the Lawson stamp — you will find men who are loyal, not only to their associates and their calling, but to their beliefs.

## ONLY TWO OUT OF TEN KNEW WHERE THEY WERE GOING

One morning last week a salesmanager stood at the door as his salesmen were leaving the office and asked each man where he was going.

Out of ten salesmen, only two had a definite objective in mind at the time of leaving the office. The others had not yet made up their minds where they would call first!

We have all laughed at the story of the salesman who stood at the street corner and flipped a coin to decide which way to turn — but we can't laugh off the fact that the salesman who makes the most of the day is the man who plans his work the night before.

A really good salesman is a leader. He knows exactly where he is going. He knows what he is going

to say when he gets there. He hasn't the "I just dropped in" habit. His very certainty of purpose inspires confidence.

Study the methods of the big producers, and invariably you will find they are men of pronounced tenacity of purpose and great determination. It is seldom that the chap who follows whims and hunches makes good in a big way.

## THE MAN WHO TAKES DIFFICULTIES FOR GRANTED

"There are plenty of 'knockers' in this world, and too few who are ready to praise," a new salesman remarked to his sales manager before he went into his territory.

The salesman was assigned to a territory where there were a great many dissatisfied customers, and the sales manager knew he would have a real job pacifying them.

But one morning the sales manager received a most unusual letter from the new man. There wasn't a grumble or an expression of disappointment in it. The new man simply said things were going fine, and adding, "Of course, there are a few rough places. Some of the accounts are dissatisfied, but I am getting their good will."

The impression created by that letter was everlasting. It was a good impression, and increased the

sales manager's confidence in the salesman. He was satisfied that here was a salesman who would become a valuable addition to the organization, and his confidence has proved well placed.

## HOW TAD MADE GOOD WITH HEARST

When Thomas A. Dorgan, the world-famous Tad of the sport page, completed his twentieth year as King of Sports Cartoonists, he celebrated by ordering another gross of pens and digging into work.

Tad made good within thirty minutes after joining the Hearst organization. He made good because he took the right attitude toward his work and strove to give his best every day.

He didn't merely work. He applied thought, initiative and creative imagination to his work; and he got results. He never let a day go by without accomplishing something.

I've been thinking about Tad, and his intense interest in and enthusiasm for the work he did. He worked for results, and got them because "results" formed his standard for measuring achievement.

One of the best habits a man in sales work can acquire is the habit of "casting up" his day's work every evening. Making out reports is one way to do it — the best way, but in any event he should ask himself bluntly at the close of the day: "What have I accomplished today?"

## INCREASING THE RATIO OF SALES TO CALLS

The story is told of a firm in Wausau, Wis., which boasted of a system for keeping away salesmen. An all-steel furniture salesman learned the company was in the market for his product and following is the plan he devised on the way to that city:

The salesman arrived at the telephone desk, and instead of asking for his man he said: "How many electric lights are in this building?" She didn't know. "Who does know?" She didn't know that either. "Well, I guess I'll have to count them. How do I get to the top floor?" He was properly directed. He counted every one, then returned.

"Now please tell me the name of the man who has charge of the electric lighting." He was told the name and where to find the man. He walked through the forbidden door and, instead of going to that office, he went straight into the office of the man he wanted to see.

"Mr. Jones," he began, "do you know how many light bulbs there are in this building?" Mr. Jones did not know. The salesman expressed surprise and proceeded to tell him the different kinds, what the cost was in light bills, the advantage of certain bulbs over others. The buyer asked if the visitor was trying to sell a new lighting system. The salesman replied that he was not and the buyer demanded to know what he wanted.

"Mr. Jones, I am able to tell you the number of lights in your building because I counted them myself. Now, if you will listen to me for five minutes I'll tell you how many there are and after I am finished you will not know what I am trying to sell you." Jones consented hesitatingly. The salesman, being informed with lighting data, kept interest centered on this subject, bringing in particularly the importance of keeping accurate records and putting them away in a safe. He wound up by writing the number of electric light bulbs on his card, placing it on the desk and walking out. He had succeeded in getting in, claiming the interest of his man, and the order for a safe was secured at the next interview.

## MODERATION IN ALL THINGS IS NECESSARY

One important qualification of a good salesman is the ability to see things through the eyes of others — especially through the eyes of those we sell.

Yet this very same quality, if permitted to develop too strongly in our make-up, can easily become a serious impediment to our happiness and success.

When we let this quality of plausibility — this ability to see things through the eyes of others and feel through the hearts of others — overshadow our ability to think for ourselves, our usefulness as salesmen ends.

We soon find life becoming unbearable. The petty complaints of customers magnify themselves in our minds until we lose confidence in our house. We imagine all sorts of things. Fears and dreads beset us on all sides. The joy and sunshine passes out of our lives. Then comes the inevitable end.

Moderation in all things is necessary, and even in such cardinal virtues as sincerity and plausibility. Let us see the other man's side, yes — but don't carry it to such an extreme that it is the only side we can see.

## WHAT HAPPENED TO A MAN WHO OVERPAID HIS HELP

Charles E. Carpenter became well known as the editor of the "Houghton Line" — a little magazine noted for its fresh point of view.

You probably would not agree with all that appeared in "The Line." But many of Mr. Carpenter's paragraphs threw a bright white light on matters which we are likely to take for granted. Here is one, for example:

"I remember when I was about thirty-two, attending a trade banquet. I was very proud of the fact that my salary was six thousand dollars a year. In fact, I happened to boast of the fact to the head of a competing company.

"My competitor smiled and said: 'I pay John ten thousand dollars a year.' Now I knew that John was

not as valuable as I, so I went back and told the boss, and he said to me:

" 'I could pay you ten thousand dollars, too, and I would last about as long as those fellows will. Wait until a real good slump comes, and see what becomes of them.'

"This slump came, as slumps always do, and the man who paid his men more than they were worth went to the wall. John is now earning one hundred and twenty-five dollars a month, and his boss died in an insane asylum."

## WHEN THE "IRON HORSE" STEPPED OUT

A grizzled old farmer in Union County was told one day that a railroad spur would be run past his cabin.

"Railroad" meant nothing to him. He had never seen one in his life. Curiously he watched the progress of the crew as it laid the rails and drove the spikes.

At last the day came when the snorting engine, spitting sparks and smoke, plowed by his place. "It will never stop," he shouted, frantically waving his hands. But, of course, it did stop. What seemed to him impossible was really quite simple.

One of the large soap companies relates this story to illustrate the viewpoint which some salesmen have toward their work.

When they are asked to do something that seems to them impossible, they throw up their hands and shout, "It can't be done," just like the old farmer shouted, "It will never stop." They are the most surprised men in the world when they see some other salesman do easily what they "knew" couldn't be done.

It is a great deal easier to take for granted that something out of the ordinary can't be done, than it is to prove that it can be done. It is so much easier to say: "My territory is different" than to do the thing which may seem difficult.

## "THE END OF THE SEASON" ALIBI

When a salesman was called in to explain why he was not working the second week in January, he said: "The roads are too muddy in my territory. But don't worry about me. I'll come out all right at the end of the season."

"With business as good as it is, you could afford to hire an airplane, if necessary, to cover your territory," said his sales manager. "Every day you waste is being taken advantage of by your competitors."

I wonder whether some of us are trusting to chance, hoping that we will come out all right at the "end of the season"?

We will come out all right only if we make every day, every week and every month stand on its own

feet. Never before in the country's history were there better selling opportunities. Every minute we lose now marks the passing of one of the most precious moments ever known to salesmen.

Our time was never so valuable. The price of a wasted hour today is ten times what it was a few years ago.

## WAITING FOR YOUR "SHIP" TO COME IN IS A TEDIOUS JOB

At the recent motor boat show in New York two salesmen were standing in line waiting their turn to get aboard one of the big motor cruisers.

"One of these days I am going to have a boat like this," said one salesman to the other.

"When?" asked his companion.

"Oh, when my ship comes in."

Have you, too, some dream boat, or dream home that you hope to get when your ship comes in? Most of us have. And there is a lot of fun thinking about it, and hoping for it.

But, don't forget this: Your ship will never come in unless you send one out! You can wish your head off, and hope until it hurts, but your wishes and your dreams won't come true unless you yourself make them come true.

Set a definite goal of accomplishment. Make up your mind to attain that goal. You will be surprised how soon that ship of yours will come in.

## WHAT WILL MAKE SALES INCREASE IN NEXT SIX MONTHS?

At one of the conventions of the Associated Advertising Clubs, Edward F. Jordan, president of the Jordan Motor Car Company, in making one of the leading addresses of the meetings, laid emphasis on a point that is of vital concern to every salesman today.

"What want shall we choose to satisfy?" he asked, taking us back to the first principles of selling, which we so often overlook in our work endeavoring sometimes to find a royal road to orders. "The great desire of all human beings is for comfort — mental comfort and physical comfort. To illustrate: A good book brings mental comfort. Appetizing food or well-fitting clothes bring physical comfort.

"Bring mental comfort to a man by recalling the most fascinating story he ever read or the most tuneful song he ever heard. Appealing to mother, we think of her as planning how the children will appear to others, what their educational advantages will be. We think of daughter as to social contact and entertaining diversions she would like to provide for friends. When we think of the son, we think of every healthy boy who has ever lived. He wants to go somewhere. He wants adventure.

"The hardest problem in business is to find men who have the spirit, knowledge, courage and honesty to apply themselves to selling in that way.

"After we have established these fundamentals, we must possess sufficient energy, sufficient driving force within ourselves to keep constantly working toward the promotion of our idea. To accomplish this it is largely a matter of seeing a lot of people."

The speaker then drew a comparison with the man who is enthusiastic about golf. He continued: "If the man has the spirit and mental control to handle a golf club efficiently and call upon eighteen holes a day, it is only necessary for him to translate that same enthusiasm into his own job and call upon eighteen people a day. In that case, he would walk about five miles. If he should be enthusiastic enough to cover six holes and walk ten miles, and he can translate that same enthusiasm into his work, he will sell just twice as much merchandise."

## IF LINCOLN HAD BEEN A SALESMAN INSTEAD OF A LAWYER

If Abraham Lincoln had been a salesman instead of a statesman, it is safe to say that he would have been very successful.

He possessed to a marked degree that sense of regard for the rights of others which is characteristic of the permanently successful business getter.

For example, take the deal he made with the widow to split rails in return for a pair of jean trousers.

He arrived at her home ready for work at half-past four in the morning. The widow was surprised to see

him so early in the morning, and asked him why he did not come at the customary hour, which was considerably later.

Lincoln replied: "Well, you see I am a great deal longer than the average man, so it is only fair to you that I put in a longer day's work."

It was this attitude that won for Lincoln so many friends, and earned for him the confidence of friends and foes alike. Human nature has not changed a bit since Lincoln's time. The same trait that put Lincoln over with the widow will put the modern salesman over with his customer. It is a good trait to cultivate.

## HE WAS LOOKING FOR A DEAD MAN

What would you think if you sent a salesman all the way to Richmond to sell a certain company there, and he never even took the time to learn the name of the man to see?

The manager of the Sewers Lumber Company of that city was talking in his office to a friend, when the door opened and a voice inquired:

"I'm looking for Mr. Sewers. Can you tell me which way to go?"

"No, I can't," replied the manager. "You see, Mr. Sewers is dead, and we don't know where he went."

The salesman didn't know what to say. He realized his mistake, but couldn't recover. He stuttered and

spluttered and finally backed out of the office. He had killed his sale.

Even the best of us grow careless in checking up on the right man to see. We depend on our wits and on our "hunches," when we ought to know. It pays not only to know the name of the right man to see, but how to pronounce his name. It is a little thing, but it pays big.

## IF YOU GET AN IDEA, PUT IT TO WORK

You meet them in the Pullman smokers, in hotel lobbies and other places where salesmen congregate.

They are men with good ideas. They seem to be filled with them. They gush plans for increasing sales.

Yet you will notice that in spite of their ideas these men are usually passed in the race by less brilliant men who have fewer plans but more application.

It is simply another case of the seed planted in the ground being worth more than the bushel in the granary. A selling idea at work is worth thousands buzzing around in our heads.

The purpose of these messages is to pass on to you methods used by other salesmen to get more business. We don't expect that you can use all of the suggestions. You may not be able to use one out of ten.

But when you do find a suggestion that you can adapt, put it to work. Just knowing about it won't

add a dollar to your sales. If you get only one suggestion all year from these bulletins, it will pay you handsome returns if you will only put it to work, and keep it working.

## HATS OFF TO LARRY

Rue, you will remember, was the newspaper man who carried the second message to Garcia — but in famine-stricken Red Russia.

He was told to enter Russia from the south, and get the story of the famine. There were a hundred reasons why it "couldn't be done." But Rue, like Rowan, didn't ask why or how — he went into Russia, got his story, and scored one of the great beats of journalism.

Fortunately, the men of most organizations have the same determination to get what they go after that sent Larry Rue into Red Russia and took Rowan through the jungles of Cuba.

Selling and journalism are akin. Both callings require that quality in men known as "getting what they go after." Both newspaper work and sales work take initiative of a high order. Both mean long hours and hard work under conditions which are often distasteful. And both have in common that great reward — the satisfaction of doing something that "couldn't be done." That is the big "kick" that Larry Rue got out of his job. It is a kick that you should be getting out of your job.

## A STORY FOR THE MAN WHO WANTS IT "CHEAPER"

A certain company wanted to reduce the cost of manufacturing so that prices could be lowered. An industrial engineer was called in to make a survey.

The engineer showed them how the price on a seven-dollar item could be reduced approximately thirty cents if some automatic machines, costing nearly two hundred thousand dollars, were installed.

The machines were installed and the prices reduced. Shortly after the prices came down a salesman took a large order at a still lower price.

Can you blame the sales manager for losing patience with this salesman and writing him as follows: "We recently invested two hundred thousand dollars to reduce the price thirty cents. By what right, or through what line of reasoning do you take it upon yourself to reduce the price nearly fifty cents? If we could cut prices as easily as you think, would we be so foolish as to invest a fortune to save thirty cents per unit?"

When a customer wants a cut price, tell him this true story. Prices today are figured down to the last fraction of a penny. The keenest brains in the country have worked day and night to save a few pennies on many items. So, it isn't very good taste, to say the least, for a salesman to blithely cut prices on anything. It is the equivalent of condemning your company as price pirates in the eyes of your customer.

## SOLDIERS WHO KNOW MORE THAN THE GENERAL STAFF

"Whether we agree with Colonel Mitchell or not we must credit him with believing in himself and his ability, and having the courage of his convictions," says the Chicago Evening Post.

Believing in oneself is a great asset. It gives us the confidence to strike out; the courage to endure in the face of great discouragements; the ability to make men think as we think.

But believing in oneself can be overdone. When a man puts self-belief ahead of his willingness to follow orders — in other words, when he wants to tell the general staff how the battle should be fought — his usefulness to the organization he serves ceases.

Those of you who served in France know what would have happened if every soldier had done as he wanted when he thought he knew more about what ought to be done than General Pershing.

So it is in everyday life. Believe one hundred per cent in yourself — but don't let your belief in yourself interfere with your teamwork.

## THE SALESMAN'S HARDEST JOB

A few weeks ago, on the inside of a bulletin, there appeared this statement: "A salesman's hardest job is to make himself work." And it is mighty true.

The fleetest race horse in the world would be passed at the first lap, were it not for the coaxing, pleading, leading jockey astride it.

History is full of cases where men on the verge of defeat have made one last supreme rally and defeated enemies which greatly outnumbered them. Take Austerlitz, for example.

So it is with us. We are all capable of making a supreme effort — a final spurt — if we are urged or spurred to it by necessity or fear or desire.

Only a few more days of the year remain. We are going down the stretch of one of the greatest years of all. Let us be our own taskmasters. Let's use the spurs and see how much of a spurt we can make before the year passes into history.

## HOLDING A "STOP WATCH" ON YOURSELF

The Carnegie Institute of Technology has been making "time studies" of salesmen's work. It was found, for example, that in the sales force of the Dennison Manufacturing Company the salesmen were losing an unbelievable amount of time by zigzagging over the territory.

A "routing" department was installed at the headquarters office in a "test" division. Every morning each salesman was handed a pack of cards which represented his day's calls. He was required to turn

in a report on each call at the end of the day. As a result of this plan sales have been materially increased.

An analysis of a Pittsburgh organization showed that the salesmen were averaging eight calls to close a sale which should be closed in two. Many sales made by this concern's competitors were traced back and many instances were found where the competitor had sold the car after the salesman of the concern under observation had made his third and fourth call.

In short, the report was most condemning. It showed losses of millions of dollars, amounting to 50 per cent of a salesman's working time!

This figure may or may not be correct in your case. It is difficult to say just what is productive time and what is not. But even if "lost motion" is consuming but one quarter of your time, it is a serious matter, because it means you could be 25 per cent more effective if you took yourself in hand.

## THE BUYER WHO SAYS: "I HAVE NOT THE MONEY"

It is doubtful if any objection has proved quite so baffling to salesmen as the stereotyped remark: "I will agree to everything you say, and one of these days I am going to give you an order — but, frankly, I haven't the money to buy now."

What is a salesman to do when he hears this? What do you do? Do you close the interview with a poorly

concealed disappointment, or do you stop to think that the very fact the man hasn't the money is the biggest reason he should raise the money to give you an order?

This point is ably brought out in a little book published a few years ago by Dartnell called "Making a Success of Salesmanship" by Maxwell Droke.

The fact of the matter is that there is plenty of idle money in the country today. Only recently the financial columns of the daily papers carried an item that an issue of forty-five-million-dollar 4¼ per cent bonds, put out by the city of New York, was closed out to a syndicate at 102.76, the yield to the ultimate buyer being less than 4 per cent! Think of it. Why, a year or so ago bonds went begging at 7 per cent.

The prospect or customer who tells you that he hasn't the money means just what he says. He hasn't the money for what you want to sell him. He is saving it for something else — perhaps to buy some securities, a new automobile, a home or what not. Your job is to make him want what you are selling harder than he wants the thing he is saving for.

Droke quotes a hardware salesman as saying: "The average man has just so much money to spend, and the art of salesmanship is to persuade him to spend that money with you, rather than with the other fellow." The salesman went on to tell about a friend of his who owned a bungalow out in the suburbs that was equipped with an old base burner stove in the living room. When asked why he didn't install a fur-

nace, the home owner replied: "Well, do you know I have saved up for a furnace on three occasions, but each time somebody came along and sold us something else."

So the next time a man tells you he hasn't the money, don't be too easily side-tracked. You are pretty safe in figuring that if he is made to want hard enough what you have he will find the money some way.

## PETER B. KYNE WAS FORMERLY A "GO-GETTER" HIMSELF

Peter B. Kyne, who wrote "The Go-Getter," used to be a lumber salesman. He says that he would rather sell goods than eat.

"The only disgrace that I can see in vulgar trade," said Kyne recently, "is not to be able to sell one's goods.

"In which case one has two guesses when seeking to discover the reason for failure. Either the goods or the salesman are not quite up to standard.

"Frankly, I like to sell goods and I like people who sell goods. It is a mission that develops a code of ethics. It is a fascinating and wonderful game where the true artist loses sight of the prize and is content with the knowledge that he has won in the greatest of all games.

"I have observed that those who play the game for the game's sake are usually well rewarded."

## RED GRANGE'S BIG GAME

After the famous Pennsylvania-Illinois game, Red Grange, whose spectacular plays won the applause of both bleachers, said in an interview in the newspapers:

"It is not a bad way to enter a football game — to feel that your team is supposed to be the underdog, and to know that every play calls for all the strength you have."

And "Red" might have added: "That goes for selling as well as football." Show me the man who hasn't at some time approached a buyer with the feeling that his chances to win were very slim, but who fought just that much harder and won because of the fight he made.

It is sometimes a temptation to refuse to make a certain call, or to try for a certain order, on the grounds that we haven't a chance to win. Suppose "Red" Grange had felt that way?

One of the things that makes this profession of ours so interesting is that there are just such hopeless situations coming up all the time — these wonderful opportunities to show the "Red" Grange stuff in us.

Who would want to be a salesman if the work was a routine grind of writing up orders?

Who would want to be a salesman if all you had to do was to ask a man for an order and he passed it to you on a silver platter? It is the opportunity to do the difficult feat that makes the game worth while.

## BEING TOO FRIENDLY WITH CUSTOMERS

Is there such a thing as being on too friendly terms with your customers? Here is an incident that makes me wonder:

A saw salesman approached a dealer whom he knew very well — in fact, they even played golf together. After chatting for a few minutes the salesman asked the dealer if there was anything he could do for him.

The dealer thought a minute and said: "Guess there is nothing today, Bill — but I'm awfully glad to see you. You know I'll get in touch with you should I need anything."

Bill did just as thousands of other salesmen in various lines of business are doing every day. He complimented himself on being so close to his customers. He went on his way confident that the dealer was his friend — and that the next time his customer needed saws he would get the business.

A little later another saw salesman, who didn't play golf with the dealer and didn't even know his first name, came in. He was pleasant, but strictly business.

After expressing the hope that the dealer was enjoying the better business his other customers were experiencing, he produced a saw that this dealer did not carry and proceeded to sell it to him.

This salesman didn't ask the dealer what he needed. He took it for granted that the dealer needed a stock — made him think as he thought — and got the order.

## THE BUYER WHO WANTS AN EXTRA FIVE PER CENT OFF

Have you ever noticed how artistically some salesmen dispose of the buyer who holds out for extra concessions?

A salesman selling Vanta baby garments was totaling an order for a bill of merchandise from a customer who believed in never giving up without a try.

When the salesman passed him the order book to sign the merchant brought up the matter of terms. He made it very clear he would not sign the order unless he was allowed an extra 5 per cent discount.

Instead of dodging the issue, and saying he would take it up with the house, etc., the salesman just laughed. "Sure," he said, "and I'll have them send you a few extra shares of the company's stock, too."

The merchant saw the point and laughed. He couldn't help it. The salesman had his number and he knew it, so he signed up.

## TWO SUMMER SALES RECORDS

It was just a few years ago that two records for selling insurance were made in two Southern states, where it is supposed to be so hot that prospects won't even listen — let alone buy anything.

It was during the month of August that Dan V. Edmundson, working out of Birmingham, Alabama,

sold 209 people life insurance, beating the 182 record at that time held by R. M. Candiver of Montgomery, Alabama.

And it was also during August that S. Keith Charles, working out of Timmonsville, South Carolina, broke Edmundson's world record by completing 235 sales. Timmonsville is a town of 1,860 people.

True, this record has since been eclipsed, but the fact that these two salesmen were able to do what they did in one of the hottest territories, and sell something that is supposed to be hard to sell in August, shows up the hot-weather alibi in its true colors.

August is just as good a month as any — even better than most — for making records. It's not the territory — it's not the weather — it's the man who counts.

## THE STORY OF ONE OF THE BIGGEST HOSIERY ORDERS EVER SOLD

One of the biggest hosiery orders ever sold to one store, for shipment at one time, was sold without cutting prices.

There were no inside discounts, extra allowances, or special terms. It was sold to a department store, which could have obtained all manner of price concessions from other manufacturers.

When asked how he closed the order, the salesman said: "I really sold a hosiery mill. I didn't talk about our goods, nor did I mention prices. I sold our or-

ganization, our institution, the plant behind the goods, the men behind the plant, the reputation of our company.

"I stressed the value of making a connection with a mill that wanted to do the right thing — that had a reputation for doing the right thing. When the order was finally placed, there was no dickering over prices because the buyer knew he was buying more than just a lot of merchandise."

Sometimes I wonder if all of us couldn't profitably talk less about price and more about the organization behind the merchandise or service we are selling. Let's sell our institution — make friends and co-workers of our customers, instead of treating them as horse traders, looking for price concessions only.

## A BANKER'S ADVICE TO SALESMEN

George M. Reynolds, head of the great Chicago banks, like many other successful men, was raised on an Iowa farm.

"In life, as on the farm," said Mr. Reynolds to a gathering of salesmen, "one reaps as he sows, but most salesmen expect to reap simultaneously with their sowing. That is not nature's way. It takes time for the seed to ripen. Patience is not a virtue, it is a necessity."

This sound bit of philosophy grew up with Mr. Reynolds when he was stumbling over clods between

the handles of his father's plow; when he spent his spare time under an orchard tree reading five magazines to which he subscribed.

Now, after the test of experience, he passes it on to you. It is not new. You have heard it many, many times. But it is just as true as ever, and especially is it true in sales success.

When you feel tempted to give up too easily, think of Mr. Reynolds. Try patience. When you feel disgruntled over the progress you are making, and wish you had someone else's job, try patience.

## HOW DAVID GIBSON BECAME FAMOUS

No one who has ever sold goods needs to be told that confidence is the foundation of every sale. But you may not know that a man in Cleveland has built up a large business by commercializing this perfectly obvious fact.

A few years back David Gibson was walking the streets of Cleveland looking for a job. He was a newspaper reporter. He got a job editing a house magazine put out by The Globe Machine and Stamping Company. He filled the magazine with editorials about common, everyday honesty — the kind of honesty that everybody else took for granted.

The magazine under Gibson's editorship became widely talked about — it was so different from most house organs. Its success encouraged him to extend

the idea. So he got a number of manufacturers to let him write their house organs, and in all of these he adhered closely to his rule to fill them with articles which reflected the honesty of the concern whose name appeared on the cover.

On the occasion of Gibson's tenth anniversary he published a number of letters from concerns, whose house organs he wrote, testifying to the large volume of business which had been traced back to the house organ they sent out — yet never at any time did these house organs mention the manufacturer's goods!

Now, if these manufacturers have been able to get such excellent results by systematically building up in the minds of prospective customers the confidence which must precede the sale, why cannot we, as salesmen, do the same thing with equal success? Why can't we do for ourselves the same thing that Gibson is doing for his dozens of clients?

When we call on a buyer let us say something that will make him realize that we do not consider a bargain a bargain unless both parties are happy for having made it. We don't have to say so in just those words, but we can say so indirectly.

Let us take every occasion to make known our views on the subject of getting something for nothing — impress him with our belief that there can be no gain without giving; that while we may be selfish we do not deny the other's selfishness.

Let us be particularly careful never to boast of clever deals where we have gained at another's loss.

## KNOWING THE TERRITORY TOO WELL

It is quite common to hear salesmen boast of "knowing" their territory.

Yet one of the largest concerns in the country has just transferred twenty-two salesmen for no other reason than that these salesmen knew their territory too well!

When a salesman begins to feel that there is no need of making this or that call, because he "knows" it would be useless; or when he sits in his office and decides that such and such a man cannot be sold, he is beginning to know his territory too well.

A new man in the territory is not handicapped that way. Not knowing those who "can't be sold" he just blunders in and sells them!

What do you think about knowing a territory too well? Do you think there is any business getting away from us because we know our territories "too" well?

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## SEVENTY PER CENT OF YOUR FEARS ARE UNFOUNDED

One big sales organization has just adopted for its New Year's motto: "Do what you're afraid to do next year!"

At first thought this does not sound like much of a slogan for a bunch of fighters — but it is a fact that fear is holding nearly all of us back.

Lloyds, an old English insurance firm, made more than one hundred and fifty million dollars this year insuring people against their fears. Two hundred years of experience has taught them that seventy-five per cent of our fears are unfounded.

There is not a salesman alive who is not losing business because he is afraid he can't sell certain people. He won't admit it — but down in his heart he knows it is true.

He is afraid of going over somebody's head to get the business; he is afraid of being treated rudely; he is afraid of criticism; he is afraid he may not get the order; he is afraid of himself.

Let us get rid of fear next year. Let us stop worrying about things that may never happen. Lloyds are right — if you will really try your best to do the things you are afraid to do next year, you will win seventy-five per cent of the time.

## AN ORDER WORTH TAKING IS WORTH TAKING RIGHT

The John B. Stetson Company recently received an order for five thousand dozen hats, amounting to three hundred thousand dollars.

There is no patent on getting orders that are two and three times as large as the average orders secured in your line. It is simply a matter of thinking in terms of larger orders. Any salesman can double his busi-

ness with absolute certainty if he will just think twice as big.

In the suburbs of one of our great cities there is a cripple who sells hosiery from door to door. One of his arms is off at the elbow. He is a man of negative personality. He is not a particularly good talker. But he makes up for his physical shortcomings by his ability to think.

The average salesman in his line would be well satisfied with a five-dollar order. A ten-dollar order would be considered large. But this salesman's orders quite frequently run as high as fifty and sixty dollars, and his average order is well over the fifteen-dollar mark!

Of course, this salesman has a unique plan of demonstrating, with a file, the quality of the stocking. Perhaps his being a cripple helps him. But the chief reason he is able to get big orders is that he thinks in terms of a supply for the whole family while the ordinary gate swinger thinks in terms of selling a pair of hosiery for the woman herself.

## HOW A GROCERY SALESMAN HANDLES THE UNSPOKEN TURN-DOWN

Have you ever stopped to think how often sales are lost because we wait for a buyer to say "yes" or "no" before we unlimber our heavy guns?

A grocery salesman, who heads one of the big national organizations, builds his whole plan of action around what he calls "the unspoken turn-down." He considers himself "turned down" from the start.

"If I sold only the orders which I get when a buyer does not turn me down at all," he says, "I would do one tenth of my present volume.

"If I sold only those who turned me down once, I would sell perhaps one fifth of my present volume.

"But if I sold only those who turned me down four or five times, I would do one half of my present volume."

This salesman has an idea. His canvass is built up around a series of imaginary turn-downs. If, at the end of the fourth attempt to close, the prospect does not buy, he goes right ahead with the fifth stage of his sales talk. Many of his sales are closed after the tenth turn-down.

Isn't this a suggestion for us? How many orders are we losing because we wait for the buyer's objections instead of anticipating them? How often do we lose out because we quit too soon?

## NEW FEEDERS FOR NEXT YEAR'S BUSINESS

A group of Philadelphia sales managers met at the Bellevue-Stratford Hotel to discuss the great change which is now going on in sales work.

Some of the most prominent sales managers in the East were there. It was generally agreed that one of the big mistakes made by sales manager and salesman alike is that they give up too much time to thinking about what is happening today, and not enough time to thinking about what is going to happen two years from today.

The speaker went on to tell of a big business executive who made a rule never to keep anything on his desk that had to do with today, but held for his attention only those matters which concerned the future.

Of course, your work is essentially today's problem. It is important — indeed necessary — that you make each day stand on its own feet. Nobody is interested in orders that you hope to get in the all too uncertain future. The size of your next remittance check depends on the business you get now — not some time next year.

But get this: The salesmen who are drawing the nice, big, fat checks this fall are the same salesmen who laid the foundation during the days when nobody was buying. They are the same men who called just as regularly on a customer whom they knew could not give them immediate business, as they did on the customer who had an order waiting.

The men who will finish the year with earnings two and three times that of any previous year, are the salesmen who have never missed an opportunity to make friends with the dealers' clerks and the office

assistant, in years gone by. Many of these subordinates are owners and managers today, and they naturally favor the salesmen who were kind to them when they were underlings. Work for today and think for tomorrow.

## THE BEST TIME TO SELL A MAN ON A NEW IDEA

If there is any season of the year when people think along new channels; develop new perspectives; want new things — it is during July and August.

Perhaps the vacation season is responsible; or it may be that this is the season when business men attend conventions to exchange ideas.

Or, again, it may be merely that during the summer business men have an opportunity to get away from their daily grind long enough to take a look at things from afar.

The trouble with most of your prospects is not that they don't want what you have to offer, but that they don't want to spend the money for it. Close contact with the routine of business puts them into a defensive attitude. So many people are tugging at their purse strings that they develop a defensive complex.

But whatever it is — you will find men especially receptive to new ideas. You will find the resistance to your suggestions at low ebb during the period following their vacations.

## WHEN IT IS CHEAP THERE USUALLY IS A REASON

Here is a story you can use the next time somebody tells you about a competitor whose prices are supposed to be lower than yours:

"A bargain-hunting housewife complained to her butcher because he charged her twenty-five cents for Salisbury steak. 'In the next block,' she said, 'they are selling it for twelve cents.'

" 'Then, why don't you buy it there?' he asked.

" 'Because they are out of it.'

" 'Well,' replied the butcher, 'when I am out of it I sell it for ten cents'."

The story illustrates with sparkling clearness that price is secondary consideration. After all, it is the dependability of quality and service that counts. It is your job as a salesman to put the quality consideration first in the mind of the buyer, just as it is first in your mind now.

## WHY A PROMISE ISN'T AN ORDER

An independent analysis of sixty-five outstanding business failures which have occurred during the last six months shows that more than thirty of them were due to paying too high a price for orders!

One of the chief causes for this excessive cost of getting business through salesmen is the prevailing habit of making several calls to get a single order.

One concern reports an average of twenty calls made by its salesmen for every order closed. Another concern, selling a long line of products in constant demand, makes five calls to get an average order amounting to only fifteen dollars! Is it any wonder this concern is going over to a mail-order basis?

Take your own case. How many times do you call back to get orders which you know down in your heart you ought to close on the spot? How many times last week were you told that if you would come back next week, or next month, or early next year that you would be given an order? And how many times did you take the buyer's promise without further argument, figuring to yourself that "he is as good as sold"?

This is the greatest mistake that a salesman can make. Every time you agree to call back on a man, you lose time that you can use to get orders from other buyers. Every time you let a buyer put you off you are weaker in the eyes of two men — the buyer and yourself. If you have a buyer sold to the point where he promises to buy later there is usually a way to sell him then if you are armed with facts.

A salesman for an Indianapolis popcorn machine recently sold a Cincinnati confectioner by the name of Joseph Smith. As he was talking, another salesman walked into the store and sat down, waiting for him to finish.

Smith tried several times to "put off" giving the first salesman an order. He made every conceivable excuse. But the salesman knew the candy business

so well, had so many facts up his sleeve, and was so determined to get the order then that he succeeded.

As he was leaving the store with his order the salesman who had been waiting two hours arose and said: "I guess there is no use of my hanging around any longer. I had called for the order you promised me last week, Mr. Smith, but I see I lost out."

He represented a competitive concern in Cincinnati. It was another case of not selling a man today and giving your competitor a chance to sell him tomorrow.

## COMPARE THESE TWO SELLING TALKS

(1) "These tires will give you more mileage than any other tires made. The Yellow Cab Company has been using them for years."

(2) "It isn't the price of a tire that determines its cost — it is the cost per mile. The Yellow Cab Company bought a set of these tires two years ago and got twenty-nine thousand miles from them.

"Result — all Yellows now use our tires. The manager of the Evanston Yellow station told me a good driver frequently gets thirty thousand miles from our tires, and they always get at least fifteen thousand miles.

"Before using our tires, the average mileage this station got from tires was twelve thousand miles. Think what they save! Think what you will save!"

Are you making the most of concrete instances in your sales canvass? The more specific instances you get into your selling talk, the more orders you will get out of it. Get the habit of speaking interestingly; of weaving human interest anecdotes into your sales talk.

## PLANTING IDEAS THAT WILL GROW UP TO BE ORDERS

How many ideas did you plant around among the folks you called upon last week?

Seldom has there been a time in business when buyers were more hungry for ideas than they are this spring — and the wise salesman will make the most of the situation.

Make it a point to leave an idea behind every time you call. The buyer may not always tell you how grateful he is — but you will be surprised how many different ways the ideas you pass along to your customers are used.

Open up more avenues of information. Watch the trade papers. Talk with other salesmen, even though they may be selling something different. Drop in on the local banker and the newspaper publisher. Get closer to your own customers.

After all it is ideas that make for progress. The more ideas you leave behind, the more orders will be waiting for you. The latch string is always out for the salesman who gives as well as receives.

## WHEN BEING TOO ANXIOUS TO PLEASE LOST AN ORDER

A salesman just lost an unusually large order by making a usual mistake. The order involved several thousand dollars. The buyer was ready to close with the salesman, but being a good buyer, he wanted to make sure before doing so that he was getting the rock-bottom price.

So he said to the salesman: "Before I give you this order I want you to call up your sales manager and tell him that we will give him a forty-seven-hundred-dollar order if he will shade the price five cents."

Now this buyer didn't expect that he would get any reduction, but he was shrewd enough to figure that if the salesman would do as he asked it was evidence that this company would, on occasion, shade the price.

Instead of telling the buyer that it would be as much as his job was worth to make such a request, the salesman very foolishly picked up the telephone, and put the question to his sales manager. Of course, the sales manager turned it down flat, just as the salesman knew he would, but the damage had been done. The order was lost.

The mistake made by this salesman is made by even the oldest men. It is natural to be accommodating. It is natural to try to please a buyer, and to avoid crossing him. But there are times when a display of "sand" will do you a lot more good.

## HOW TO MAKE FOUR TIMES THE MONEY YOU HAVE BEEN MAKING

Salesmen who think they are entitled to medals because they make twenty and thirty calls a day, will be interested to know there is a salesman in New York who quite frequently calls on sixty industrial plants in a single day.

Salesman Magnuson made four times as much money with the company he worked for as most salesmen because he made four times as many calls as the average salesman. If he had only worked one-fourth as hard, he would have sold only one-fourth as much. He simply bought with calls the thing he wanted — a larger income.

One of the methods employed by Magnuson is to hire someone to drive his car so he can spend all his time planning his next sales talk. This also enables him to conserve his energy so that when six o'clock in the evening comes around he will be able to put up just as hard a battle for business as when he started out at eight o'clock in the morning.

Of course, calls alone are not the whole secret of Magnuson's big record. It would be quite impossible for him to make sixty calls a day if he followed the practice of some salesmen who flip a coin on the street corner to decide where they will call next. Magnuson spends at least an hour every evening planning the next day's work.

There are times when too many calls, like too much medicine, can do your business more harm than good. You probably know salesmen who rush over their territories like a baby cyclone — in one door and out the next — just taking time to shout "Hello" and ask the customer what he has on the "hook" today.

There are only three things that enter into a salesman's earnings. These are: (1) the product, (2) the market and (3) the energy put into bringing the product to the market. So if you know the product is right, and the market for it is there, the rest depends upon the energy you put into your work.

## A GREAT BANKER HAS A SUGGESTION FOR SALESMEN

In a recent talk to salesmen, C. E. Mitchell, chairman of the National City Bank of New York, brought out this point which we are passing along to you.

"Never be satisfied with what the customer requests," he urges, "but dig deeper and make the order just as large as it can be. You have no way of telling whether a man has one dollar or a thousand dollars to spend, and the appearance of his clothes is no indication.

"No market exists until demand is created. No demand is created until some wide-awake salesman goes out and creates it. The real pioneer of progress

is the man who can create a demand where none had existed."

It is always easy to follow the line of least resistance and take an order merely for what the customer asks; but, as Mr. Mitchell points out, the successful salesman is the one who digs deeper and increases the volume of each sale. He also takes the initiative and opens new sales outlets.

## BUSINESS IS GOOD FOR THOSE WHO MAKE IT GOOD

Every salesman knows that there are times when business gets into a rut, sales become sluggish and things generally are off color. But if he has been selling any length of time, he checks up on himself, finds out the trouble and sets about to remedy it.

He goes after results and he gets them. He recognizes his responsibility, and, supremely confident in himself, his house and the goods he sells, goes after business with increased zeal and vigor.

It seems there are more of this kind of salesman today than ever before. The report on car loadings for recent weeks indicates it. Wholesale smashing of previous sales records points to it.

And, it is a sign of business health. It demonstrates that business is waiting for the man who goes after it — the man who is too busy doing things to whine about hard luck.

## YOU NEVER KNOW WHERE YOU WILL FIND A PROSPECT

This is the time of the year when reputations are made and unmade. It is checking-up time. It is the time when your name goes in to the "big boss" with a lot of figures after it.

This year, more so than in former years, there will be a lot of salesmen who crossed the line last January with a reputation for being the original "go-getters" who will finish December 30th in the "used to be" class, just as there will be others who started with no reputation at all and who will finish far ahead.

Among this latter group is a salesman by the name of Cy Wood, who formerly sold Molloy products in Chicago.

There is nothing "lucky" about what Salesman Wood has done. There is nothing that he has done that any other salesman who knows his business could not do — if he wanted to. The only reason more salesmen have not done it is because they didn't "want to" hard enough.

Wood is a great believer in ringing door bells. On one occasion he was walking through one of the residential districts in his territory, and noticed a bulletin board inside a three-story apartment building. "That's funny," he thought, "why do they put a board of that kind in a flat building?" So he went over to investigate. There was no sign on the outside of the building to indicate that it wasn't a dwelling.

When he got across the street he found that there were two mail-order concerns in the building, and that the bulletin board gave the room number of the most important executives. One of the concerns was a correspondence school of dancing.

So Cy called on the head of the business. He sold him that very afternoon a five-hundred-dollar starting order, and has since sold him nearly four thousand dollars' worth of covers. The account will probably be worth several thousand dollars a year.

## CRAPE HANGERS AND GLOOM PEDDLERS

Salesmen have a reputation for being good company. They know what interests people. They know how to dress up facts. They know human nature.

But this same trait has its reverse side. In choosing subjects to discuss with other salesmen and even with customers we are prone to sensationalism. We want to make our listeners marvel at our knowledge.

Two salesmen meet. One spins a yarn to prove how rotten business is in his territory. Not to be outdone, the other salesman goes him one better; and then the first salesman comes back with one that turns the crape white.

One salesman tells how terribly poor conditions are in Fargo; the other matches the story with a tale of woe told to him by a merchant in Spokane. They soon agree that the whole country is going to the dogs.

Neither salesman stopped to think that he was actually making business worse not only for himself but for all other salesmen. Stories like that are rapidly circulated and do immeasurable harm.

Don't be a gloom peddler. Don't listen to those who try to make you one. Think success. Radiate prosperity. Business is always good for the man who thinks it is good and works to make it good.

## SALESMAN'S PERSONALITY VS. HOUSE REPUTATION

Which counts for the most in selling — the personality of the salesman or the reputation of the house?

In an endeavor to decide this moot question, it was formally debated before the Executives' Club of Chicago.

It was a great "scrap." One minute it seemed that the salesman's personality was all that there was to selling goods, and the next minute you were equally sure that the only thing that really mattered was the house behind the salesman. After the smoke had cleared away, even the judges were "stumped" and decided that it was a draw.

But the debate did prove one thing. It proved that this much-talked-of "personality" in salesmen is not, as we often think, some God-given power. It is not the ability to be a good fellow, and to say the right thing at the right time. It is much more than that.

For one thing "personality" is, more than anything else, a matter of knowing your business so thoroughly that the men with whom you do business will respect you and value your counsel. It is doing and saying the things that your customers respect you the more for doing and saying. It is being fair and square in your thoughts of other men — yes, even of your competitors. And last but not least, it is hard work.

A salesman may be the most likable chap in the world, but if he is lazy and indolent he repels people. He may be a second John Barrymore, but if he has the habit of saying "catty" things about others, he won't wear well. He may be good-natured and courteous to a fault, but if he doesn't know as much about the buyer's business as the buyer himself, he isn't going to get a man's-sized order.

This was proved clearly by one speaker who told of a certain jobbing house employing twenty salesmen. All of these men had equal territories. All sold the same class of trade. All sold the same line. Yet there was one man in that organization who sold five times as much as any other man. Why? Because he was better looking and could talk faster? No. But because he knew three times as much about what he was selling as any of the others, and worked harder.

The fact is that no matter how much personality a salesman may have he cannot permanently succeed in selling a proposition that is not right. But when you get a proposition that is right coupled with a likable salesman, make way!

## A QUESTION THAT STANDS ONE SALESMAN IN GOOD STEAD

Here is an idea, passed on through the courtesy of one of the most successful lamp salesmen in the country, which may be worth one thousand dollars to you this year:

"When an interview begins to drag, and you sense that you are not getting anywhere with your man, ask him this question —

" 'If you were in my shoes, selling this particular product, how would you go about getting the business?'

"It is surprising how many times this simple question, tactfully expressed and introduced under the right conditions, will lay bare a man's mind and give you the cue that you need to close the sale."

And it is true. We all like to help the other fellow. If you don't believe it, get out on the street some windy day, and let your hat blow off. Human nature is the same in big things as it is in little things.

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## WHAT AN ANALYSIS OF PROSPECTS SHOWED

One of the great oil companies labored under the delusion that it was thoroughly covering the country through its large sales organization.

The salesmen reported that they were getting all the business possible from their territories. But still competitors thrived.

So, it was decided to check up. The result showed that of 100 per cent of their possible sales opportunities only 48.2 per cent received even a single call by salesmen. These calls produced 1 per cent sales.

Twenty-four per cent received a second call, resulting in initial orders from 1½ per cent.

Fourteen per cent received three calls, with orders from 2½ per cent.

Twelve per cent of the potential opportunities received a fourth call, of whom 95 per cent yielded initial sales.

These percentages may not apply in our case. But the findings certainly give us food for reflection. How many of our potential sales possibilities are getting away from us because of overconfidence in the way we are working our territory?

## DR. CRANE HITS THE EGOTISTICAL SALESMAN

Dr. Frank Crane has written some very pertinent paragraphs on salesmanship.

One especially good one was printed as the eighth of a series of commandments for those salesmen who come to him with something to sell. It follows:

"Don't be egotistical. I am. You must not be. Don't show off. You came to sell me something, not to make a good impression. Magnify my ego — not yours."

I know a salesman to whom this pithy advice might be worth many thousands of dollars. He is a hard worker, and a hard hitter — but he measures every thought and every word by the effect it will have on the man he is striving to sell.

He dresses differently to impress a buyer with his individuality. He talks differently, with an odd accent, to impress the buyer with his education. He acts and poses and cultivates funny little mannerisms for their effect.

But he fools nobody. He thinks he is getting business by impressing people with what a miracle he is. He forgets that his job is to impress them with the desire to buy the thing he has to sell and not his peculiarities, his nifty tie or his witty jokes.

## SALESMEN MADE GOOD TWO THOUSAND YEARS AGO

One of the magazines carried a story in a recent issue about a very successful salesman in the days of Rome.

For hundreds of years Rome had been regarded by the whole world as a "hard nut to crack." Her victorious legions were everywhere. Her coasts and

city walls were everywhere regarded as impregnable.

But there is always someone who can do the thing that supposedly can't be done. And in Carthage, across the sea from Rome, was an enthusiastic chap by the name of Hannibal. Hannibal was a good soldier — but he owes his place in history to the fact that he was an even better salesman.

Hannibal conceived the idea of taking Rome by the back door. There is always a back door. He took his army across at Gibraltar and announced his determination to march upon Rome across the Alps.

But his army protested. The idea of crossing the Alps filled them with forebodings. But Hannibal, the salesman, laughed away their fears and declared, "There are no Alps!" And he made them believe it so thoroughly that the army forgot about this imaginary barrier and marched through to the Rhone.

## THE FOUNDATION OF ALL SUCCESS QUALITIES

A sales manager, himself a successful salesman and until quite recently vice president of one of the great Edison enterprises, states that to his mind the biggest thing in selling is to get the habit of treating the rest of the world just as you treat your best friends.

There is no question but that we all are tempted at times to do and say things "for effect." Many

good salesmen, for example, have a habit of referring to themselves as "Mister." When they answer the phone it is "Mr. Jones speaking," or when relating conversations with others they are likely to say: "Smith said, 'Mr. Jones, anything you say is all right with me'."

Calling oneself "Mister," this sales manager points out, is a harmless habit in itself, but it is a form of affectation that smacks of vanity. You are not affected when you are with your intimate friends, because such friendship could not exist if you were, so why not treat your customers in the same way?

The same thing holds true of the habit some salesmen have of being what they call "diplomatic." When a customer complains about the way the house has treated him, the salesman takes his part against the house. And then when he gets back to the office he boasts of the way he smoothed the customer over, and takes the house's part against the customer.

We all should cultivate the essential quality of being tactful in our relations with others, but that does not mean we should be "mealy mouthed" as the saying goes. It is a form of insincerity that even the most trustful customer will quickly sense and will distrust you for it. You may fool him once or twice, but you can't possibly fool everybody all the time. If you think you can you will fool only yourself.

This is also true of the salesman who thinks it is necessary to know the answer to every question asked him, and who will argue long and fervently about

anything from politics to religion if given an opportunity. He thinks that in this way he impresses people with his knowledge. In time he even impresses himself with what he thinks he knows. So that before long he is going around making a fool of himself in the eyes of everybody with whom he talks.

## SELLING THE THING YOU HAVE FOR SALE

"Every unsuccessful salesman in our organization claims he could make a great success if we had an eight-cylinder car to sell," says a Dodge distributor.

While these salesmen were wishing for something different to sell, this distributor has gone ahead selling "sixes" instead of wishing for "eights." A few years ago he opened up his agency and started selling cars on three thousand dollars borrowed money. Today he is one of the famous group of millionaire Dodge distributors.

He didn't worry about what competitors were making. He knew there was a market for his own product, so he went ahead and sold it. He made a fortune while other men were looking for something easier to sell.

I suppose it is natural to think the best fishing is always on the other side of the river. But the men who make the most of what they have, where they are, seem to be the only men who are getting invitations to lunch with bank presidents.

## ANOTHER CASE OF NOT KNOWING THE CUSTOMER'S NEEDS

A friend who buys for a large book publisher told me this story a few days ago.

"A salesman came in to see me and asked if we ever had any bookbinding jobs to give out. I told him that we had several every year. He asked to see some of them, so I showed him all the binding we had given out during the past year.

"When he saw the array of books he was astounded. 'I never realized you people had all this binding. Why, I thought you were very small factors in the book publishing business. I don't know why I haven't called on you before,' blurted out the salesman.

"Well, he went away emptyhanded. I thought we were rather well known, and I didn't appreciate being told that we were 'small factors.' I don't think anyone would. I knew all about his house, but now I think a lot less of it.

"If he had only spent a few minutes making an investigation he could have walked in prepared to pave the way for some profitable business. A salesman's most profitable investment is the time he spends in getting facts about his prospects."

And here is a point for a salesman to keep in mind. You may think you flatter a prospect by gasping at the size of his business. But it is more probable that you will do the tactless thing of letting him think you thought he was of no consequence.

## A SERIOUS CONDITION THAT CONFRONTS SALESMEN

Two very significant addresses were delivered in the East by two men who are regarded everywhere as leaders of thought in salesmanship. Saunders Norvell addressed the Sales Managers Club of Philadelphia. He said:

"Salesmanship is on trial as it has never been before. Business is organized in a more powerful way than ever before in the history of the country. If you could be with me in New York and listen to what I hear and see and know what the business giants are doing and preparing to do, you would realize that from now on business is to be a battle of organizations.

"These sales managers are leaving nothing to chance, nothing to guess work. It has all been figured out. I am an old-time sales manager and when I get with this younger set in New York I realize that the concern which expects to win in the future will certainly have to be organized. Never before has selling been studied as a science as it is today."

Not long after Mr. Norvell spoke in Philadelphia, S. L. Stix, for twenty-five years sales manager for Seeman Brothers of New York, one of the leading grocery jobbers of this country, addressed the Association of Yale Men in Advertising, in that city. He said:

"According to impartial records, the cost of selling in our field increased 37½ per cent. No business

working on an average net profit of 2 per cent can, even without inventory loss, afford an increase of 3 per cent, and in some cases 4 per cent, in expenses. That is the condition we are living through now. What are we to do about it?"

These points brought out by Mr. Norvell and Mr. Stix are the handwriting on the wall of salesmanship. Selling — the kind of selling that you and I are engaged in — is truly on trial. Salesmen are on trial. Sales managers are on trial. And most important of all, you are on trial.

There will be no room in sales work this year for the man who just "gets by." He is doomed. There will be no room for the man who banks on old laurels. You will stand or fall on today's record — not your record of two years ago. It is no longer a case of what you have done or what you can do, but what are you doing?

## W. L. GEORGE ON ANSWERING OBJECTIONS

"Don't be impatient when a buyer brings up objections — after he has launched them at you, he reacts from his own violence; he begins to wonder if, after all, he is right."

This is the observation of a man whose books are the best sellers on two continents; a man who for many years was a failure, but who found out why and corrected his methods to win success.

The man was W. L. George. He writes: "In the old days I was impatient with objections. Now I allow a customer to exhaust himself with objections. I listen patiently.

"When he has finished, that is my chance. It is the psychological moment when the customer has made such a vigorous attack on you that he doubts he is right."

Try patience. Try to forget that you have heard all these objections hundreds of times before. Just listen. Then when it is time, quietly, tactfully, begin to paint your picture in his mind.

## WHY THE HEAD OF THE BUSINESS CAN OUTSELL MOST SALESMEN

B. C. Forbes lists a number of corporation presidents who are conceded to be the best salesmen in their organizations.

These men get the same thrill out of bringing in a big order as the greenest salesman on their force. They love selling just as you do. To them it is still the greatest game in the world.

Mr. Forbes asked one of these salesmen-presidents how he was able to close such a large volume of business — mentioning one order which the president had just sold in the face of unusually severe competition.

"Of course," he said, "my position gives me an advantage, but I think my success has been due to my

mastering all the facts before I approach the buyer, and in going direct to the head of the business."

How many times have we lost an order because we did not do these two things? How often have we missed out because we did not have all the facts, but only a smattering of facts? How often have we lost out because we did not begin at the top?

## WHAT CORRESPONDS TO HARDENING OF THE ARTERIES IN SALESMEN

In every sales organization there are a few salesmen whose work stands out above all the others.

Sometimes the reason lies in greater activity; sometimes they know their line better; but often you can trace success to their willingness to try.

As we become more experienced in selling, we get into the habit of thinking for our customers. We say to ourselves: "My customers won't like that" or "That idea won't appeal to my buyers."

We forget that no two people think exactly alike about anything. What may seem a poor idea to us may seem a wonderful plan to John Jones. You cannot tell what any man thinks about anything until you have given him a chance to think for himself.

Just as hardening of the arteries is a sign of physical old age, so thinking for your buyers is a sign of mental old age. Keep your viewpoint fresh. Give any idea a trial before deciding it won't work.

## BUYERS LOVE TO TALK ABOUT LOWER PRICES — BUT IT'S GENERALLY TALK

A salesmanager recently went out to investigate rumors of wholesale price-cutting in his field. His salesmen had been telling him of various large orders which had been sold at ridiculously low prices.

He thought that his firm's prices must be out of line. Imagine his surprise when he found absolute proof that his prices were lower than three leading competitors' prices, and higher than only one!

His salesmen had been hoodwinked by the buyers. They had mistaken good salesmanship for low prices. When a buyer places an order with one firm he usually insinuates to all other salesmen that he bought where prices were lowest.

That is characteristic of buyers. They love to talk about low prices. We must not make the mistake of thinking that every competitor who takes an order away from us has lower prices — he may be a better salesman.

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## WHERE WILL THE PRESIDENTS OF TOMORROW COME FROM?

At this time of the year we hear considerable talk from disappointed salesmen about the lack of opportunity in their line.

And in our blue moments we are apt to catch ourselves wondering if it isn't so. But what are the facts?

During 1929 more than fifty corporations chose for presidents men who had started as salesmen. Never before have the opportunities been so great for a salesman who has the ability to sell and to think.

But these opportunities do not suddenly burst upon us, as some think. They are with us all the time, wherever we are and whatever we are doing.

To improve the quality of your work, to concentrate more on the things that really count, to make your work a means of self-discipline, to be yourself in all that you say and do — these are all opportunities.

The more we determine to use these opportunities this year, the more certain is our progress and permanent success.

## WHY SUCCESSFUL SALESMEN DO NOT COMPLAIN

Perhaps you have wondered why successful men are often opposed to changing the established order of things. Meet a successful salesman, for example, and seldom, if ever, will he be heard complaining that the policies of his house are wrong.

Bert Leston Taylor, a famous newspaper man, who started the "Line o' Type" column in the Chicago Tribune many years ago, once said that successful men — men of action he called them — seldom proposed radical changes because they had to do all

the work. Only the men who accomplish little are willing to advocate radical changes.

We have all met the fellow who would change the advertising of his house; who would make a lower price; give longer discounts; and bring out a new line of products to "meet competition."

Advocating changes of this kind is a declaration or an admission of our own lack of ability. It is equivalent to saying: "I can't make good, so please change things to make them easier for poor little me."

## WHY ONE SALESMAN MAKES MORE MONEY THAN THE OTHERS

Every now and then I stroll over and spend half an hour chatting with the corner druggist who runs a busy neighborhood store.

The other evening he told me about a cigar salesman. It seems that this particular salesman makes about three times as much money as the average salesman.

I asked the druggist to tell me why this salesman was so successful.

"Well, I have often wondered about it myself," he said, "but I think I know. It is because he always has a surprise for you. That is, he has something new to tell you every time he calls. He has been selling me for many years, but on every call he is just bristling with new ideas or facts about cigars, or my

business. He's the most interesting man I've ever talked with."

What a wonderful reputation for a salesman to have! It is worth a fortune. This druggist's story set me to thinking. It made me start trying to dig up some new and interesting facts about our business.

## MEN WHO WERE BIGGER THAN THEIR HANDICAPS

We are all inclined to think a great deal about what we call our "handicaps."

Sometimes we blame our lack of success on our territory; sometimes on the house; sometimes on the product — forgetful of the fact that history's great men succeeded in spite of handicaps.

Julius Cæsar was an epileptic. If he had been looking for an alibi, he had a dandy.

Beethoven, the great composer, was deaf. He never heard his own symphonies except by the inner ear.

Charles Lamb, prince of essayists, spent his twenty-first year in an insane asylum, and the rest of his life supporting a demented sister.

Pope was a hunchback; Carlyle had chronic indigestion; Stevenson was a consumptive; Booker T. Washington was a Negro.

Men with the winning strain don't need alibis. They have them, just as every man has, but never use them. That is why they outrival the others.

## HOW A WOMAN CLOSED A BIG ACCOUNT

There is no account any more sought after, in the line in which Miss Clara Westrich has established the reputation of being an unusual "salesman," than is the account of Swift & Company, Chicago packers. A certain salesman who "stands ace high" with the trade and with his house, has lost out on that account to this exceptional woman. But he doesn't know why.

The real reason is that the salesman depended upon legitimate selling talk plus the product. This is very good but it isn't enough. The product will hold the business a long time but the factor which Miss Westrich supplies must be added to give an account permanency.

The "ace high" salesman held the Swift account for some time. He was a mighty clever salesman. He also knew that he was clever. He could smooth over a complaint "to perfection." If a buyer telephoned with blood in his eye because a shipment was past due, this salesman was so tactful and clever that everything would be smoothed over before the telephone conversation was completed. The irate buyer would hang up the receiver smilingly. Perhaps it would be better for this salesman if he were not so clever.

Tact and talk are selling essentials — but there come many times when they must be supplemented by service. This word "service" is like "efficiency," "psychological," "sales resistance," and other terms

which have lost their meanings, resolving themselves into mere generality terms. They need explanation when used, and the word "service" is explained in Miss Westrich's plan.

Her plan consists of having a full knowledge of what is happening every day in the week to each order she has booked, and being ready at any minute to give the buyer the real facts as to what progress the order has made. She does not depend upon clever talk. She holds her accounts with facts and service. The little things which she goes out of her way to do for her buyers and the simple follow-up system which she uses to keep tab on her orders were largely responsible for her securing a recent order from this account for novelty blotters running into thousands of dollars.

## HAVE YOU EVER ANALYZED YOUR LOST CUSTOMERS?

Make a list of every former customer who has stopped buying from you.

Go over this list, one name at a time. Ask yourself these questions: did he stop buying because someone cut your price; because someone offered better goods or service; because someone put up a better job of salesmanship?

I make this suggestion because of the following incident. A friend of mine bought an insurance policy from a strange salesman, because he was impressed

with the point that the policy was incontestable after one year.

A few weeks after the policy was delivered my friend's regular insurance man dropped in. When told of the new policy the insurance man said, "Why, that's nothing, my company's policies contain the same clause."

"Well, you lost my business because you didn't tell me about it," was my friend's comment.

Like this insurance man, many of us lose business because we do not tell our whole story. Is it fair to blame the house for our own shortcomings in salesmanship?

## THE SALESMAN WHO KNIFES HIS EMPLOYER

The purchasing agent of one of the big corporations complains of salesmen who seek to curry favor with a customer at the expense of their house.

He cited the case of a young chap who had a habit of telling him about "the knock down and drag out fight" he had with the "old man" in order to get him to grant a perfectly reasonable request the customer had made.

The purchasing agent said he knew the salesman was lying; that he had done no such thing, but had cooked the story up in the hope of putting the buyer under personal obligation.

Of course, an experienced salesman would not make this mistake. He would know that when he does anything to shake the confidence a customer has in his house, he hurts himself.

But this young man has yet to learn that truth. He doesn't even realize the contempt a buyer feels for the man who knifes his employer — even if he does it by inference.

## GENERALIZING IS A POOR SUBSTITUTE FOR SALESMANSHIP

In an interview with a salesman for a liquid soap concern, R. D. Trent, purchasing agent for a Chicago manufacturer, asked for specific information which would determine whether liquid soap was more economical for factory use than dry bar soap.

Though the salesman had been with that house a long time, he was not prepared to give the information. He asked Trent to wait a day or two until he had an opportunity to get it. At the appointed time he again appeared, but admitted he had forgotten to get the information Trent had asked for, and then launched into a stream of extravagant claims which Trent knew were pure fiction.

The day following, another soap salesman entered Trent's office. When asked for the information, this salesman gave it readily and eagerly. He gave specific data on the number of washes to the bar, and pointed out the economy effected. He got the order.

He got it because he was prepared. He knew everything he needed to know about his product, had the information ready when needed.

## FOUR FACTORS IN SUCCESS

Addressing the School of Commerce of the New York University, the late Elbert H. Gary, while chairman of United States Steel Corporation, said:

"A salesman should be diligent and never intentionally negligent. He should keep his appointments punctually and fulfill his promises.

"He should be reasonable, fair and patient, and in all respects maintain and exercise good will toward everyone. And he should endeavor to make friends."

That is Mr. Gary's formula for a successful business or selling career. He referred to other successful men, pointing to their services to their customers to illustrate the need of serving well.

## WHAT ONE LAST TURN OF THE SCREW DID

As the year draws to a close I am reminded of Bell and his telephone that wouldn't quite talk.

You will remember Bell had pondered and tried for years to make it work. People thought he was crazy. The idea of talking through a wire was even too ridiculous to discuss seriously.

But Bell hung on. Then one last quarter turn of the screw and an unworkable mechanism was turned into a billion-dollar invention!

We stand today where Bell stood then. All year we have worked and tried to make this year a year that will stand forever in our sales history.

Like Bell we have almost succeeded. We have done valuable preliminary work. We have laid a foundation. All that is needed is that last effort — that last quarter turn of the screw.

There is still time for you to cap off the year with a sales achievement which will make the whole sales force rub their eyes and blink and say: "By gad, he's some salesman."

## ORDERS FROM PROSPECTS WHO WERE NOT INTERESTED

For many years a certain New York concern has enjoyed what is practically a monopoly on one type of office equipment.

A few years ago a rival sprang up. At first the old concern treated the newcomer with lofty contempt. But last year the new concern did almost as much business as the older one.

And get this: The bulk of the new concern's business came from prospects which the older concern's salesmen had called upon, but had not sold because the prospects had convinced the salesmen that they were not interested!

Could you ask for a better illustration of the danger of taking a buyer's "not interested" too seriously?

We all like to boast a bit about the order we have booked after our competitors have tried and failed. But let us be sure our competitors are not saying the same about us.

## FORGET THE WEATHER — THINK OF ORDERS

There is a movement on foot — you may know about it — to make business better by not talking about the weather, however hot or cold it may get.

Whatever you may think of it as a movement to help business generally, you will appreciate the advantage of such a policy when it comes to selling.

One of the biggest mistakes a salesman can make is to talk about the heat. Immediately the buyer realizes that it is warm. The more he thinks about the heat, the less he feels inclined to listen to what you have to say. He grows irritable and fidgety.

Talking about how hot it is will not make it any cooler. The average man wants to forget the heat, because it is one of the things he can't help. The wise salesman helps him to forget it.

Hot spells, vacations, and absent buyers are normal summer conditions. They are not alibis. Turn them to advantage if you can; if you cannot, forget them.

Contrary to general opinion, little can be gained by talking about things which have no relation to busi-

ness. That does not mean a salesman should avoid being friendly, but he should not introduce subjects which do not lead to accomplishing his objective. If a buyer should bring up the weather, dismiss it lightly, be thankful that it is not even warmer, and get down to cases.

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